The background of the top half of the cover is an abstract, textured composition. It features a central globe-like shape with a grid pattern, overlaid with golden, ornate arches and patterns that resemble traditional Islamic or Middle Eastern architecture. The color palette is dominated by various shades of teal and blue, with golden highlights and some reddish-orange accents. The overall effect is one of complexity and global interconnectedness.

TRANSFORMATIONAL EVALUATION

FOR THE GLOBAL CRISES OF OUR TIMES

Rob D. van den Berg

Cristina Magro

Marie-Hélène Adrien

EDITORS



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CHAPTER 4

Ensuring Transformational Change for Climate Action

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Abstract. This chapter sets out lessons learned and insights into transformational change arising from an evaluation of the Climate Investment Funds (CIF). It draws upon work undertaken during an independent evaluation of transformational change in the CIF during 2018 and 2019 (Itad 2019) and work that the evaluation team supported through the Transformational Change Learning Partnership (TCLP) after the evaluation. The CIF commissioned the evaluation to explore to what extent CIF had supported transformational change across a range of climate change areas: supporting clean energy and reducing greenhouse gas emissions (mitigation); reducing systemic risk and creating greater resilience to the impacts of climate change (adaptation); and enabling investments in sustainable forestry and strengthening the role of climate action in addressing other areas such as gender equity. We describe the baseline thinking on transformational change in the CIF that underpinned the Itad evaluation, describe findings that arose from the evaluation, provide insight into further work on transformational change that the Itad team undertook as part of the TCLP process and identify areas for further consideration and development. This article builds upon recent analysis of TCLP concepts and learning (e.g. CIF 2021, Williams, Dickman and Smurthwaite 2020).

Approach

The Climate Investment Funds (CIF) were established in 2008 to expand finance for climate change mitigation and resilience, filling urgent financing gaps and demonstrating the viability of emerging solutions. With more than \$8 billion contributed, CIF supports transformational change towards low-carbon, climate-resilient development in the areas of mitigation, resilience and forests through four programmes: the Clean Technology Fund (CTF), the Pilot Program for Climate Resilience (PPCR), the Forest Investment Program (FIP) and the Scaling Up Renewable Energy in Low-Income Countries Program (SREP). At the time of the evaluation, these programmes had collectively supported 300 projects in 72 countries.

The portfolio of CIF programmes is extremely broad in terms of its thematic and geographic coverage. Climate change is a cross-cutting topic that touches nearly every aspect of social, economic and environmental development. CIF projects range from global to local, cover a range of sectors (e.g. energy, transport, urban development, infrastructure, water, agriculture, forestry) and deploy a range of interventions, including technology, governance and capacity building, market creation, financing, behavioural change and policy development.

The CIF selected Itad Ltd., a strategic evaluation and learning consultancy, to undertake an independent evaluation of transformational change covering each of the four programmes. At the time of the evaluation, CIF had already set up the Transformational Change Learning Partnership (TCLP), bringing together a range of academics and practitioners to strengthen concepts and understanding of transformational change within the climate change sphere (CIF 2020a). Itad was invited to make further contributions to the existing TCLP frameworks to support the evaluation (CBI 2019). Initial work by Itad included a review of the concepts of transformational change developed under the TCLP¹.

- *Definition of transformational change.* The working definition of transformational change that the TCLP developed and the evaluation used was: 'Strategic changes in targeted markets and other systems with large-scale, sustainable impacts that accelerate

¹ As noted in the sections below, the initial TCLP frameworks were reviewed and advanced further in 2020 and 2021 and continue to evolve based on ongoing learning in the TCLP and stakeholder feedback (CIF 2021; Williams 2018; Williams, Dickman and Smurthwaite 2020).

or shift the trajectory towards low-carbon and climate-resilient development'. This formed the basis for the focus of the evaluation.

- *Dimensions of transformational change.* Transformational change dimensions are core characteristics for change to be considered on a path towards possible transformation in the context of climate change action. The TCLP had identified four dimensions that were incorporated into the evaluation – *relevance, systemic change, scale and sustainability* (box 4.1). These four dimensions collectively captured elements of transformational change that ought to be present. The TCLP recognized that, although these dimensions might vary in emphasis and significance (based on context and timing), all must be attended to or present to some extent for there to be confidence that climate change actions are relevant to transformational change.
- *Arenas of transformational change.* The arenas of Intervention had been developed during an earlier portfolio review of CIF-supported programmes and projects (Ross Strategic and Community Science 2017). Arenas describe the types of interventions commonly made within CIF programming to advance climate action (table 4.1). Actions within and between these arenas can be designed and implemented to advance systemic changes, to expand pathways, to enhance the sustainability of changes, to speed progress and to increase the relevance of changes to goals or contextual factors.

Box 4.1 Transformational Change Learning Partnership: Definitions of Transformational Change

- *Relevance:* Strategic focus, design and nimbleness of initiatives to enable transformation
- *Systemic change:* Fundamental shifts in system structures and functions
- *Scale:* Contextually large-scale transformational processes and impacts
- *Sustainability:* Robustness and resilience of changes

Signals of Transformational Change

Having refined the definitions and dimensions, the evaluation team faced a more practical challenge – how to capture evidence of transformational change in practice in a way that could support a robust evaluation. The

Table 4.1 Arenas of Transformational Change

Arena of intervention	Definition
Financing	Interventions that leverage, complement and coordinate other funding sources to develop financing structures over time, with a focus on crowding in private sector financing. Interventions that use capital to buy down costs or cover risks in ways that lower longer-term costs and risks through economies of scale and market transparency and development and use financial incentives to shift behaviours and decisions in ways that accelerate deployment of low-carbon and climate-resilient development.
Governance and engagement	Interventions that build strong, durable country ownership and support for CIF-supported interventions; ensure meaningful inclusion, engagement and empowerment of relevant parties (including women and indigenous peoples) or ensure that the full range of salient barriers to transformation are identified and addressed using a programmatic approach.
Institutions	Interventions that focus on building or strengthening institutional capacity of key public sector (national, regional, local) and civil society organizations operating within the country. Interventions that develop or enhance institutional communication, coordination and collaboration among organizations working in the country, including multilateral development banks and other international partners.
Knowledge and information	Interventions that generate, share or diffuse information to enhance knowledge and expertise to support accelerated implementation of low-carbon and climate-resilient development, including research and analysis, measurement and evaluation, learning partnerships, and training and capacity building for local populations.
Markets	Interventions that expand private sector awareness, capacity and opportunities to enter and successfully participate in markets that advance low-carbon and climate-resilient development, such as renewable energy technologies, low-carbon transportation, sustainable forestry and ecosystem services. Interventions that establish clear, predictable market rules, mechanisms, relationships and infrastructure to overcome barriers and support private-sector market involvement.

(continued)

Table 4.1 Arenas of Transformational Change *(continued)*

Arena of intervention	Definition
Natural capital	Interventions that work with natural systems to reduce greenhouse gas emissions or make other physical changes to increase ecosystem resilience, including reforestation and enhancement of forest carbon stocks; increasing the agro-ecological potential of an area; enhancing blue carbon attributes of aquatic and coastal ecosystems and restoring habitat to protect native species, preserve biodiversity or improve ecosystem health.
Policies	Interventions that support development or testing of laws, policies or regulations that create an effective enabling environment for deploying low-carbon and climate-resilient development solutions, including laws and regulations promulgated through formal legislative and public sector policy-making processes – as well as through policies and plans – and established by key institutions.
Practices and mindsets	Interventions that seek to influence individual or private sector practices, decisions and behaviours using tools and techniques drawn from social marketing and other fields, often involving shifting mindsets and individual-level appreciation of opportunities and benefits and recognizing the power of social bonds and relationships in establishing and reinforcing norms and practices.
Technologies and infrastructure	Interventions that support first use of key technologies in a country to demonstrate their effectiveness, develop technology deployment competencies in the private and public sectors and drive reductions in technology deployment costs and risks (e.g. through economies of scale, implementation data to inform investment risk assessments). Interventions that improve the infrastructure necessary for low-carbon and climate-resilient development.

Source: Ross Strategic and Community Science (2017).

TCLP's working definition and four dimensions of transformational change provided a starting point, but they lacked the granularity, forward-looking perspective and dynamism necessary to recognize transformational change in different contexts, at different country and geographical levels, in different sectors and at different timescales.

There was an obvious need to make the framework more practical to support collation and analysis of quantitative and qualitative evidence

relating to the CIF programmes, but many CIF stakeholders, although comfortable with the high-level transformational change definition and dimensions, struggled to articulate what these might look like in practice. A common refrain was that CIF stakeholders 'would know transformation when they saw it' but were less comfortable in creating specific transformation indicators or benchmarks against which programmes might be assessed or measured.

Discussions on trying to create a coherent framework identified a number of challenges, which reflected the complex nature of transformational change itself (Itad 2019; Williams 2018; Williams, Dickman and Smurthwaite 2020):

- Transformation can refer to changes at different scales, from individual to global.
- Transformation can appear in many different forms depending on the sector and context.
- Data on programmatic transformational change are generally weak from a monitoring and evaluation viewpoint.
- Transformation occurs relative to dynamic baselines, which are often poorly documented.
- Transformation involves addressing multiple barriers or constraints in parallel.
- Transformation usually occurs beyond programme boundaries, where results chains are weak.
- Timescales of transformation are typically longer than those of supporting projects.
- Transformation is dynamic and non-linear and requires sequential, multistage interventions.
- Transformation, as a complex system change, can be influenced but not controlled.

Recognizing the need for an innovative approach, the evaluation team considered the work of other institutions grappling with similar challenges, including the World Bank's review of transformational engagements (World Bank Group 2016), the experience of the U.K. International Climate Fund in developing its key performance indicator on transformational change (DFID 2014) and the Initiative for Climate Action Transparency's draft guidance on transformational change evaluation (ICAT 2020). A review of these efforts, coupled with the TCLP's work to date, provided additional thematic insights:

- Transformation often emerges with a sequential pattern as part of a process over time.
- Signals of transformation are found in outcomes and processes that support them.
- Signals of transformation can be broadly mapped using the dimensions of transformation.
- The long-term nature of transformational change requires proxies to capture the likelihood of future change.

Based on these insights, the team created a framework centred on the concept of *signals of transformational change*. Signals were defined as system characteristics that demonstrate progress towards transformation, whether at early, interim or advanced stages. The team consciously developed the framework to be indicative, rather than prescriptive, with signals based on qualitative and descriptive information in addition to quantitative data. The signals also included proxies for future change that might not be quantifiable during or immediately after project or programme implementation. The resulting signals framework considered captured three simultaneous aspects of transformational change: stages, dimensions and sector or theme (CIF 2020b).

Signals Over Time

Signals of transformation typically emerge and strengthen over time, often over the course of years, starting with early signals based on programme design and extending to long-term outcomes after programme completion. Although progress is not always linear, stages generally follow a pattern. Three stages were identified for the evaluation.

- *Early signals*. Relevant programme design and implementation are enabling preconditions for transformation.
- *Interim signals*. Interim outcomes external to the programme boundaries are evident. This includes process advancements such as policy development and budget allocation that support and advance progress towards transformational outcomes over time.
- *Advanced signals*. Long-term, self-sustaining outcomes are materializing.

The context in which change occurs and the ambition of the transformational change are worth noting in relation to stage of advancement. What

might be regarded as modest capacity advancements in a developed market or governance context might be more fundamentally transformational in a less-developed country context; therefore, framing around advancements should be considered in context. Progress is also not always assured or linear. Setbacks can occur, and context, such as local resource availability, can change, making earlier progress less relevant. For example, cost reductions associated with one type of renewable energy source (e.g. photovoltaic solar power) may outpace cost reductions associated with another renewable energy source (e.g. geothermal power). In this case, advancement can slow or even come to a halt in less cost-competitive technology markets and pick up speed in more cost-competitive markets. Similarly, extreme weather events, political upheaval, global economic downturns and other events can slow or reverse progress on climate action in uncontrollable ways. For example, the Arab Spring in 2010 affected the CIF's attempts to establish a concentrated solar power (CSP) programme across the Middle East and North Africa. For these reasons, advancement in a linear and predictable fashion is not assumed, and the ability to be nimble and adapt design, strategy and implementation are paramount to ultimate success.

Signals Across Dimensions

The team recognized that signals of transformation could be mapped broadly against the four dimensions (relevance, systemic change, scaling, sustainability). Relevance was considered an early signal, as set out above, that programmes had been designed for transformational success, although relevance should not be taken for granted, and programme design often needs to be revisited over time to remain relevant. Scaling and sustainability are likely to emerge in the longer term.

A framework that captures these signals and was used to inform the evaluation is set out in table 4.2.

Signals Across Sectors and Thematic Areas

Although some signals are universal to all types of development programming (e.g. capacity development), many signals differ substantially according to sector or thematic area. For example, progress towards climate-resilient agriculture differs from progress towards utility-scale grid decarbonization. Based on the evaluation case studies, the evaluation team compiled illustrative signals according to sector or theme in addition to stage and dimension. These sector- and theme-based signals focus on the interim

Table 4.2 Signals of Transformational Change in the Climate Investment Funds

	Interim signal	Advanced signal
Systemic change	<i>Meaningful progress on activities to overcome barriers (e.g. new institutions and capacity, enhanced governance structures, new policies and regulations, new planning processes, new financing structures)</i>	<i>Evidence of system change outcomes that influence decisions or behaviours (e.g. changes in planning decisions and outcomes, uptake of incentives, changes in budgetary allocations, increased awareness, changes in consumption or access patterns, greater affordability, greater technology availability)</i>
Scale	<i>Increased activity that might facilitate scaling (e.g. new finance programmes and investors, evidence of pipeline development, supply chain expansion, new distribution networks, new access and delivery platforms)</i>	<i>Evidence of scaling outcomes (e.g. more market participants, increasing financing flows, large-scale greenhouse gas emission reductions, number of consumers and service users, increased sales of new technologies, increased geographic coverage, increased national-subnational linkages, increased community participation and uptake)</i>

Source: Adapted from Williams, Dickman and Smurthwaite (2020).

and advanced stages, given that early-stage signals are more generic. The team therefore developed specific signal frameworks for each programme (low-carbon infrastructure, energy access, adaptation, forestry).

Analysis

The Itad team successfully applied the transformational change framework and used it to identify and assess progress within the CIF. Each of the four major CIF programmes was analysed against the dimensions, as well as the strength of signals within them (early, interim, advanced). Progress on transformation was much more robust in the large, low-carbon CTF programme than in the other programmes (SREP, PPCR, FIP), in part because of its geographic focus on middle-income countries with greater capacity and in part because

of its thematic focus on energy deployment, a sector in which progress on energy technology and innovation has been more robust than in other climate sectors. Other programmes were dealing with poorer or lower-capacity countries or were seeking to transform much deeper and more complex social and environmental systems, requiring longer-term engagement.

At a higher level, the evaluation identified a number of lessons in the CIF that are relevant to the broader understanding of transformational change²:

1. Signals of transformational change emerge in at least a partially sequential manner over time.

The evaluation identified that there is a flow through the dimensions that can, to some extent, mirror the early, interim and advanced framework. For example, signals in the relevance dimension are associated with the design and implementation phase and are correlated with early signals in terms of their maturity (creating conditions for change), noting that programmes must revisit their mandates and designs over time to ensure that they remain relevant. Systemic change and scaling signals tend to arise towards the end of and after project implementation, with signals of sustainability emerging later as the resilience and robustness of other dimensions are tested. It was therefore not surprising that the evaluation found more-advanced signals of relevance and only earlier signals of sustainability for three of the four CIF programmes, particularly because many country programmes (particularly SREP and FIP) remained in early implementation.

2. Two basic transformational models of transformational change were identified in CIF programming: scale to systems and systems to scale.

The evaluation had shown that early signals of the impacts of transformational change may be modest or even barely discernible because a sufficient number of *systemic changes* is needed to overcome barriers and foster enabling conditions that enable later accelerated *scaling*. In other cases, early scaling of a change through large-scale investment can catalyse systemic changes that can in turn create a feedback loop for further scaling. In both cases, there can be dynamic interplay between systemic change and scaling. These two transformational change models were identified

² These build on similar lessons and reflections that have been covered in other publications (e.g. Van den Berg, Magro and Salinas Mulder 2019; Williams 2018; Williams, Dickman and Smurthwaite 2020).

within the CIF portfolio, recognizing that, at times, transformation can be advanced through a more-simultaneous mixture of the two models, as well as through other means.

- The first model (more prevalent in the largest CTF programme) uses a scaling-based approach, deploying large volumes of concessional finance to demonstrate the feasibility of new approaches or technologies, reduce investor and policymaker perceptions of risk, increase transparency regarding costs and operational performance, and reduce the costs of delivery (through economies of scale). These were typically large investments in utility scale generation (solar photovoltaic, wind, geothermal, CSP). Project sizes were typically in the hundreds of millions and sometimes billions of dollars. It was expected that systemic change and further replication would follow as policymakers, developers and investors adjusted their risk perceptions and mobilized further large-scale finance. Sustainability is achieved through subsequent adjustments in the policy environment and sustained investor interest.
- The second model (more prevalent in SREP, PPCR and FIP) is delivered through a systems-change lens. It is structured around capacity building, awareness raising, strengthening the enabling environment, institutional strengthening and governance, and piloting of smaller-scale interventions to deliver proof of concept. It is hoped that, by improving the underlying system, scaling then follows as the enabling environment becomes more supportive of change, pilot projects prove successful and other investors and project developers choose to move into the investment space. The focus of this model may depend on the stage of market development, with low-income countries requiring more attention to awareness, capacity and governance and middle-income countries more oriented towards private sector incentives, risk reduction and competitiveness.

3. Transformation is more likely to occur quickly when a broad range of project outcomes and contextual factors align, making transformational change a dynamic, unpredictable process.

Transformational change requires alignment of a range of factors, some of which are project related and others of which occur in the external contextual environment. For example, in clean energy markets, influencing

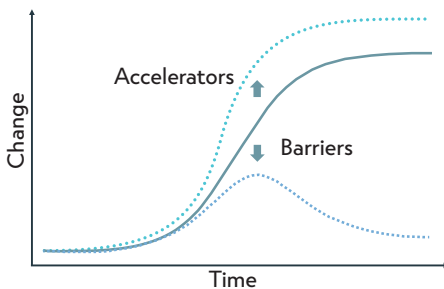
factors supporting transformation have included a facilitating regulatory environment, a robust investment climate, access to affordable finance, an increase in the availability of cost-competitive technologies, strong consumer awareness and demand, and clear political will to shift towards a clean development trajectory. The absence of a single element can lead to delayed take-off, with transformation not becoming apparent until after several years of modest results or not occurring at all. Transformation appears to occur more quickly in middle-income countries with stronger enabling environments and markets that are closer to tipping points, with examples of countries leapfrogging to bypass existing support mechanisms, than in less-developed markets (with lower capacity and financing constraints) or more-contested sectors (e.g. forestry and community-level resilience), where timescales for transformation can be much longer.

4. Incremental changes make a valuable contribution to progressing towards future transformation but are not in themselves transformational.

Given the timescales and uncertainty associated with transformation, incremental change is important in terms of laying the groundwork for future change and potential tipping points. The evaluation suggested that activities such as capacity building, changing mindsets and altering behaviours can have a cumulative transformational effect, the results of which become clear only when change processes that rely on these foundations later occur. Incremental change will often be the most likely pathway for a time-limited programme when there are significant weaknesses in the operating environment

(e.g. development challenges, political instability, resource constraints) or technologies remain far from commercialization. Realistic expectations are therefore required regarding the likelihood of transformation during programme implementation cycles. Nevertheless, incremental change and reform are not the same as transformation, although they may lead to transformation in some contexts. Figure 4.1 shows how some changes may help accelerate transformational

Figure 4.1 Transformation Pathways Under Different System Contexts



Source: Developed by authors as part of the TCLP process.

processes, whereas others may be insufficient to overcome barriers that enable transformational processes to unfold and take off.

5. Transformational change typically involves shifts in power.

Shifts in power, decision-making authority, inclusion and distributional effects of change are common in climate change transformations and can occur as part of systemic changes that create the enabling conditions for change. They can also occur as change scales and the distributional effects of large-scale change alter the locus of economic and political power. Power shifts can manifest between institutions (e.g. energy and environment ministries), levels of government and private sector actors and along other axes. Resistance to power shifts can increase barriers to transformation, whereas expanded access to power can have a snowballing effect that accelerates transformational processes. Such shifts in power can play out in disruptive or smooth ways, depending on context and the characteristics of change.

6. The timescales of transformation processes must be acknowledged, and the assessment of transformation must be assessed relative to context and opportunity.

The evaluation sought to classify evidence in terms of stage of transformation (early, interim, advanced). There were challenges to this in that such categorization appeared to offer a potentially negative value judgement on the performance of programmes identified as being in the early or interim stage. Programme managers were sensitive to the accusation that their programmes had in some way failed to be transformational. It is important when deploying these frameworks to recognize that some programmes (particularly those that adopt a systemic change model) may deliver transformation over long time horizons. The temporal or process element should therefore be non-judgemental and simply seek to capture the stage that the transformation process has reached.

7. A portfolio approach offers a balance of short- and long-term transformational change programmes, focusing on pathways relevant to different sectors and contexts in appropriate ways.

The CIF portfolio supported a range of projects, some of which reached tipping points (with scaling and sustainability likely in the short term) and some of which prepared the ground for much longer-term systemic change. Although there may be some value in prioritizing scarce resources

towards early action (from greenhouse gas mitigation and climate adaptation perspectives), this should not be at the expense of projects that are equally important over the medium to long term but may face greater challenges, whether from a technology, sector or country-context perspective. Investing in such projects creates an options value for larger-scale future transformation. A broad climate finance portfolio such as CIF also allows winners and best practices to emerge and can generate lessons that may be fed back into other projects. For example, it is not clear whether CSP will emerge as a competitive technology versus the improving economics of solar photovoltaic plus battery storage as a solution to providing dispatchable power. From this perspective, there is value in ensuring good portfolio diversification (e.g. across themes, country contexts and technologies) and using learning for course correction and improved programming.

8. Transformational change occurs in complex environments, and evaluation focus should be on establishing contribution rather than attribution.

Programmes and projects can contribute to transformational change, but there are often many other actors, initiatives and forces at play. Multiple influences shape how complex systems evolve: sometimes in aligned directions, sometimes in quite different directions. At the same time, events and trends unfold that shape the context for change in evolving and disruptive ways. The ability of a programme or project to catalyse, contribute to or support shifts and transformation in a complex system is often mediated through this larger dynamic context of activities, actors and forces. This reality often creates challenges for clearly assessing the contribution of individual programmes, projects and actors to transformational change. Evaluations should therefore seek to demonstrate the contribution case for individual programmes rather than to establish attribution.

Impact of the Evaluation

The evaluation of transformational change of the CIF was well received for the objectivity and usefulness of its findings and for the contribution it made to helping advance thinking regarding concepts of transformational change.

The evaluation was an important milestone document that was able to provide evidence to validate the CIF programmatic model in a number of

ways, recognizing its uniqueness among global climate funds (Itad 2019). Identified CIF strengths included:

- A programmatic approach built on investment planning processes with governments and a range of other stakeholders
- The predictability and flexibility of large-scale funding provided by CIF programmes
- Coordination and alignment of multiple multilateral development banks around national objectives
- Mobilization of key political champions and change agents for implementation

The evaluation was presented as a core part of the CIF 10-year anniversary meeting at Ouarzazate, Morocco, and its findings formed the basis for subsequent CIF Trust Fund Committee discussions that resulted in the decision to continue the CIF and further develop its offering, including substantial financial replenishment and the launch of new thematic programmes.

The evaluation findings and the conceptual frameworks for transformational change analysis were also taken forward in a number of case studies, including on country programmes (e.g. Zambia resilience programming under the PPCR) (CIF 2020c) and thematic areas (e.g. CTF support for CSP (CIF forthcoming)). In both cases, the evidence gathered during the evaluation was presented in more depth than in the overall evaluation, and further stakeholder discussions were held to explore how transformation could be better reflected in national policy and CIF programmatic design.

Subsequent Development Under the TCLP

Having completed the evaluation, several Itad team members have continued to engage on the topic of transformational change through the TCLP process and have developed additional theoretical frameworks to strengthen and deepen understanding of transformation processes in climate action. Subsequent developments include a number of focus areas.

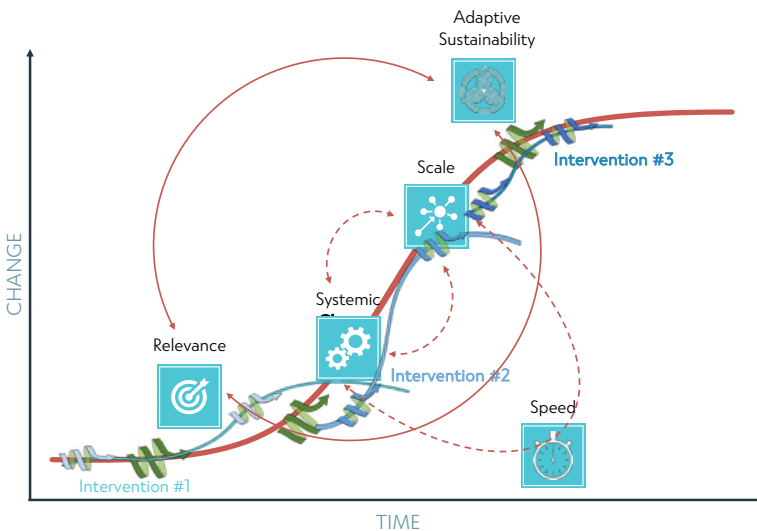
First, team members began to review the linkages between the dimensions to look for patterns and relationships reflected in observed transformation processes. Although transformational change in complex systems often unfolds in winding, convoluted, unpredictable ways, patterns relevant to adoption and diffusion of specific actions, technologies and

practices can be discerned in transforming systems. A legacy of studies on the diffusion of innovation, technologies and practices indicates the potential usefulness of the classic s-curve for understanding and thinking about the diffusion or adoption of climate actions (figure 4.2).

The s-curve diagram shows that change does not happen in a linear way, although it shows how progress in diffusing and scaling climate actions may lag because systemic changes and other groundwork is needed to foster the enabling conditions and overcome barriers that enable change. In this stylized s-curve model, there is dynamic interplay between the dimensions of change. Transformational processes and diffusion and adoption of climate actions can vary widely in the curves they actually follow.

Second, team members, in discussions with the CIF Evaluation and Learning Initiative and TCLP members, came to recognize the need for a new dimension of transformational change – speed. Transformation takes place over different time frames and at different speeds (figure 4.3). Substantial work on systemic changes that create preconditions for transformation may not manifest in clear results for some time but may be followed by significant scaling and impact. Change processes are not linear and often happen in fits and starts, sometimes with backsliding and sometimes with rapid acceleration and scaling. The speed dimension captures

Figure 4.2 Stylized S-Curve Model of Diffusion of Climate Actions in Transforming Systems

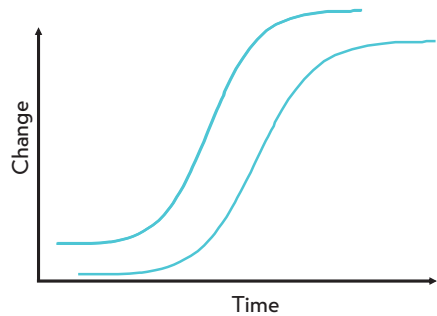


Source: Developed by authors as part of the TCLP process.

evidence of the timeliness of transformational change processes and outcomes and their temporal alignment with desired transformation pathways. In a programme life cycle, speed signals can be observed in the design phase (e.g. considerations of timing and acceleration), during implementation (e.g. ensuring appropriately timed actions and outputs that support delivery) or after the programme is finished (delivering outcomes and impacts that reflect the necessary pace of transformation).

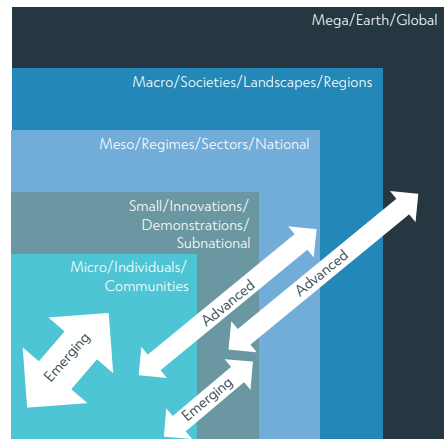
Third, transformation must occur across different system scales to be meaningful. Transformation at the level of depth and breadth needed to address the climate crisis is an extremely ambitious global goal, requiring changes spanning natural and human systems. Changes relevant to this transformation must occur at many levels (macro, meso, micro), although the larger scale ultimately matters for climate action. Positive transformations supporting climate action can happen in households and communities and at other levels. Although these changes can be valuable and beneficial on their own, the urgency of the climate crisis necessitates expansion of changes to higher systems (national, global). Likewise, changes that occur at higher levels, such as policies and regulations, must be fully mainstreamed at lower levels (subnational, local, individual) for them to be truly effective and embedded. Being able to link the different levels as part of transformational change processes is therefore key, with advanced change occurring only when higher- and lower-level systems are connected (figure 4.4).

Figure 4.3 Bringing Forward Transformational Change Pathways in Time



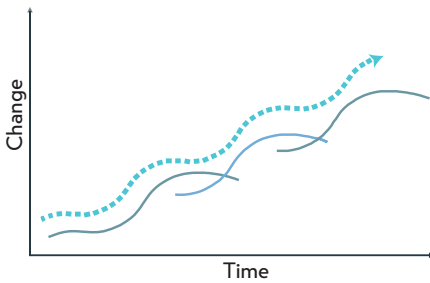
Source: Developed by authors as part of the TCLP process.

Figure 4.4 Multilevel Perspective on Transformational Change



Source: Developed by authors as part of the TCLP process.

Figure 4.5 Multi-Stage Approach to Transformation



Source: Developed by authors as part of the TCLP process.

Finally, sustainability is not the same as system stability. As systems are transformed, new equilibriums emerge in which the systemic changes support a 'new normal' of decisions, actions and practices. The system reaches a point at which the old paradigm has been sufficiently displaced and the likelihood of backsliding or regression to the former state becomes unlikely, although sustainability should not be viewed as a stable state or 'final destination'. Systems continue to be

subject to emerging transformational pressures and dynamics and adapt accordingly. Different technologies and market solutions may emerge and compete for dominance over time. Figure 4.5 shows how successive waves of transformational change can build over time as systems adapt and evolve. Programmes therefore need to be agile, nimble and adaptable, even if overall goals remain the same. By renaming sustainability 'adaptive sustainability', we integrate the above concepts.

Areas for Further Development

There are a number of areas for further exploration that arise out of the evaluation and further work within the TCLP.

Definitions of Transformational Change

One of the challenges has been to create a definition of transformational change that can capture high-level systemic change while being useful for individual practitioners in the field of climate change. To be credible, definitions must not only provide a global conceptual framework, but also facilitate practical application of this framework by those designing programmes, projects and interventions. Broader usability of the transformational change framework requires further consideration and development, including additional guidance and examples of real-world applications.

Dimensions of Transformational Change

The dimensions have proved useful for identifying the elements of transformational change (e.g. within the s-curve), as well as providing a useful framework on which to categorize signals, although there continue to be challenges in ensuring that the dimensions are clear and capture the full range of elements. Of particular interest are the relevance and adaptive sustainability dimensions, whose definitions and boundaries between them have proved challenging. Speed also presents challenges as a concept, incorporating aspects of appropriate timing and acceleration. Finally, there are potential definitional boundary issues between systemic change and scaling (where the concept of scale is implicit in changing system function). These are set out in more detail here.

- *Relevance.* This dimension was used in the evaluation context as a starting point for transformational assessment – is this the right approach to the right problem at the right time, and are the conditions for transformation mainstreamed into the programme? It has become clear that relevance contains a directional or normative element (Is this the right direction of travel?), as well as a practical element (Is this the right intervention to get us there?). It is also clear that relevance is present throughout the transformational change process, in that there is an ongoing need to constantly review the direction, assess any changes in the contextual environment (political, technological, social) and be prepared to adjust course (or potentially let interventions go when they are no longer contributing).
- *Sustainability.* Sustainability has been a challenging concept for a number of reasons. First, it suggests a somewhat static state that may continue in perpetuity and fails to capture the dynamic evolution of systems and markets over time. This requires some acknowledgement of the adaptive nature over time. Second, the term itself can be misinterpreted as relating to environmental impacts, rather than to the robustness or resilience of outcomes, to the notion of dynamic equilibrium. Although equilibrium may imply a level of alignment with normative views on environmental, social or economic sustainability, no single one of these should be the sole determinant.
- *Speed.* Although the team has acknowledged that speed is a new and important dimension (compressing the timescales along the

x-axis of the s-curve model and steepening the gradient), some concerns remain that there is also an element of timeliness that must be taken into account. Not all innovations or transformations can be achieved over compressed periods of time, and changes should not be forced when the contextual environment (e.g. technology availability, cost, social acceptance) does not support this.

- **Arenas.** Although the arenas represent barriers and opportunities within the systemic change dimension, they are also a useful lens for analysing the scaling and adaptive sustainability dimensions. Although they provide a comprehensive framework, the boundaries between the arenas are often blurred, with some level of overlap. Initial work has therefore focused on grouping of arenas into three higher-level categories: techno-economic, socio-institutional and environmental. Collectively, these provide an overarching framework on which signals can be organized under each dimension (with the exception of speed).

Signals of Transformational Change

The signals framework provided a useful starting point for the evaluation in capturing and categorizing evidence of transformation against the dimensions and a temporal or process axis, although this could be made more robust. Further work is ongoing under the TCLP in this regard that will include simplifying the stages of transformation and differentiating signals that indicate processes and progress towards transformation (emerging) from those that capture macro-level systemic shifts and alignment (advanced). As part of the advanced category, attention is being drawn to ensuring signals that address multiple levels of systems (micro, meso, macro), because without clear linkages and alignment, transformation is unlikely. A need has also been identified for a way to capture signals that indicate the absence of transformation (e.g. evidence of reinforcement of business-as-usual pathways) or even negative dynamics (backsliding or regression). A series of questions and indications of progress on moving from emerging to advanced signals is being explored to better capture and communicate progress across the dimensions and on transformational change overall. More-detailed sectoral sets of signals and guidance are also being developed, along with use cases to communicate to practitioners how these might be applied.

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The COVID-19 pandemic has demonstrated the enormous challenges humanity is facing. It has been facilitated by other crises as climate change, biodiversity loss, economic exploitation, and increased inequity and inequality. The UN Agenda 2030 and the Paris Agreement on climate change call for transformational change of our societies, our economies and our interaction with the environment. Evaluation is tasked to bring rigorous evidence to support transformation at all levels, from local to global. This book explores how the future of the evaluation profession can take shape in 18 chapters from authors from all over the world, from North and South, East and West, and from Indigenous and Decolonized voices to integrative perspectives for a truly sustainable future. It builds on what was discussed at the IDEAS Global Assembly in October 2019 in Prague and follows through by opening trajectories towards supporting transformation aimed at solving the global crises of our times.

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