



CLIMATE INVESTMENT FUNDS: TRANSFORMATIONAL CHANGE
LEARNING PARTNERSHIP

Reflections Report

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Executive Summary

The Climate Investment Funds (CIF) Transformational Change Learning Partnership (TCLP) was a facilitated multi-stakeholder, multi-disciplinary partnership developed as an ambitious, first-of-its-kind effort to advance and diffuse understanding of transformational change in the context of the CIF. The TCLP launched in March 2017 and convened from June 2017 to April 2019. This report summarizes some of the important learning, both substantively and from the process designed to support the TCLP's learning.

Key Accomplishments

The TCLP developed a shared understanding and a conceptual framework of transformational change, and a deeper understanding of the role of the CIF in supporting transformation. The TCLP helped generate champions for the results and the learning process.

The TCLP was designed as a multi-stakeholder process for key CIF stakeholders to provide input to and learn from each other and the consultant teams. The multiple modalities for sharing experiences and insights across programs, countries, and disciplines allowed for learning and socialization of the results far beyond what would have been possible in a more traditional evaluation process.

In January 2018, at the CIF's 10th Anniversary (CIF@10) events and subsequent Trust Fund Committees (TFCs) meetings, the findings from the TCLP evaluation and evidence synthesis contributed substantively to discussions both on the CIF's role in supporting transformational change over the past ten years and the future of the CIF. The success of the TCLP also helped validate investment in the CIF Evaluation and Learning (E&L) Initiative and to inform future areas of work for a possible extension of the E&L Initiative.

Transformational Change Framework

During the first year, the TCLP developed a working definition and related concepts for transformational change within the CIF. The TCLP working definition of transformational change is "strategic changes in targeted markets and other systems with large-scale, sustainable impacts that shift and/or accelerate the trajectory toward low-carbon and climate-resilient development."

The TCLP transformational change conceptual framework was further developed and operationalized through the articulation of four dimensions of transformational change (relevance, systemic change, scale, and sustainability), arenas of intervention, transformational pathways, hypotheses, and signals of transformation. CIF stakeholders view the development of the working definition and related concepts as a significant achievement by itself.

Some TCLP members noted that the process for developing the transformational change working definition and concepts could have benefited from being grounded more in programs and sectors that CIF stakeholders were familiar with.

Evaluation and Evidence Synthesis

The definition and four dimensions from the first year provided an analytical starting point for the evaluation and evidence synthesis, which investigated to what extent and how the CIF contributed to transformational change through its design and investments. The independent evaluation team from Itad relied on primary data collection across the CIF programs, and the evidence synthesis team from the Overseas Development Institute (ODI) focused on secondary literature, drawing primarily on 85 published documents to answer

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these questions. Together, the findings and recommendations are intended to inform the on-going activities of the CIF and other climate finance organizations that endeavor to promote transformational change.

Through interviews, surveys, and workshops, the TCLP participants shared that they had increased their understanding of transformational change and the CIF's contributions over time. They also noted that they saw their input reflected in the approaches taken by the evaluation and evidence synthesis teams and how the findings were communicated.

Some TCLP participants expressed the view that the results of the evaluation and evidence synthesis were high level, and that more in-depth work is needed to better understand some of barriers to transformation and strategies for overcoming those barriers at the programs and country level.

Facilitated Learning Process

The design of the TCLP as a facilitated, multi-stakeholder, multi-disciplinary process was key to the success of learning and socialization of the results. Diversity enabled participants to explore parallels and distinctions in how transformational change is understood and experienced across institutions, programs, and disciplines.

The TCLP was successful in its intent to create an environment where participants could discuss challenges openly without overwhelming concern for accountability/judgment. A majority of surveyed participants saw the TCLP as a useful platform for learning and as a useful source of information relevant to their work.

Workshops were an effective format for the TCLP. Small group discussions were seen as particularly valuable by participants in providing effective forums for deliberation and feedback.

The two-year timeframe of the TCLP was both a luxury and a constraint. The timeline of the TCLP was partially determined by the goal of delivering timely results at key junctures, namely the CIF@10 event and corresponding formal meetings of the TFCs. The extended timeframe and the consistent participation of a core group of participants allowed the TCLP to build relationships and created new networks of collaboration around transformational change. However, given the level of effort and the new territory covered, the process might have benefited from even more time.

Future Possibilities and Impact Beyond CIF

The TCLP has already diffused transformational change concepts to other climate finance institutions and beyond. This process can be strengthened through knowledge sharing, systematic outreach, and strategic engagement.

There is wide agreement amongst TCLP participants that the next step should be operationalizing the learning through methods, tools, and approaches that translate findings more directly to program and project design, monitoring, and evaluation. These can include indicators, criteria, guidance, guidelines, good practice, and data collection.

The TCLP helped identify future research topics that could be addressed by the E&L Initiative. These include, but are not limited to, socio-economic development impacts of climate finance, concessional finance and the role of the private sector, and further development of transformational change concepts and analysis.

Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank Group
CBI	Consensus Building Institute
CIF	Climate Investment Funds
CIF@10	Tenth Anniversary of the CIF
CIF AU	Climate Investment Funds Administrative Unit
CTF	Clean Technology Fund
E&L	Evaluation and Learning
FIP	Forest Investment Program
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse Gas
ICAT	Initiative for Climate Action Transparency
IDB	Inter-American Development Bank
IDEAS	International Development Evaluation Association
IEG	World Bank Independent Evaluation Group
MDB	Multilateral Development Bank
NDC	Nationally Determined Contribution
ODI	Overseas Development Institute
PPCR	Pilot Program for Climate Resilience
PSSAs	SCF private sector set-asides
PV	Solar Photovoltaic
SCF	Strategic Climate Fund
SDG	Sustainable Development Goal - Agenda 2030
SPCR	Strategic Program for Climate Resilience
SREP	Scaling Up Renewable Energy in Low Income Countries Program
TCLP	Transformational Change Learning Partnership
ToTCs	Theories of Transformational Change
UNFCCC	United Nations Framework Convention on Climate Change

I. Introduction

The purpose of this report is to reflect on what was learned both substantively and about the facilitated learning process over the two years of the Transformational Change Learning Partnership (TCLP), launched by the Climate Investment Funds (CIF) Evaluation and Learning (E&L) Initiative in 2017. The content of the report has been informed by interviews conducted in 2018 and early 2019 with the TCLP members, E&L Initiative Advisors, CIF Administrative Unit (CIF AU) representatives, and members of the consultant teams supporting the process (see Annex A for a list of individuals interviewed). The report was also informed by a survey of the TCLP members conducted in March 2019, which gathered feedback from 30 respondents (see Annex B for more detailed results from the survey), as well as workshop summaries, participant feedback forms, and direct observation from the authors.

The report includes testimonials from some TCLP members about their experience, including what they found most valuable and the effectiveness of the facilitated learning process over two years. The report summarizes the TCLP's ideas for evaluation and learning on transformational change needed to advance future work on transformational change by the CIF and other climate finance organizations. Although the TCLP's formal role as a learning partnership between 2017-2019 has ended, the report highlights what worked well and what should be considered in future efforts that use this approach.

II. TCLP Key Achievements

The TCLP jointly developed a shared understanding of transformational change and a conceptual framework with broad buy-in. The working definition of transformational change, the identification of its dimensions (which built on previous World Bank Independent Evaluation Group (IEG) work), the arenas of intervention, signals of transformational change, and the hypotheses are widely seen as important advances for climate finance. The conceptual framework has already been put to use and is being considered in a number of different ways by the TCLP participants.

The TCLP successfully informed and shaped the analyses and results of the evaluation and evidence synthesis of transformational change in the CIF. The concepts developed by the TCLP during the first year provided a useful framework for guiding the TCLP evaluation and evidence synthesis analyses. Participants' comments and suggestions to the consultant teams were reflected in a number of ways in the consultants' approach and in the final results. Participants overwhelmingly felt their input was considered and that it contributed to the final findings and recommendations.

The results of the TCLP's work contributed significantly to the discussions at the CIF Tenth Anniversary (CIF@10) celebration. The findings from the evaluation and evidence synthesis contributed substantively to discussions both on the CIF's role in supporting transformational change over the past ten years and about the future of the CIF at the CIF@10 event and the Joint CTF-SCF Trust Fund Committees (TFCs) meetings in January 2019. The results of studies also noted variations in the CIF's contributions across programs, issues, and country contexts. The findings also introduced questions about the ways in which the CIF could increase its contributions to achieving transformational change.

The TCLP built relationships and shared ownership of the exploration of transformational change. Over the two years, the TCLP participants had the opportunity to interact with a very diverse group of climate finance stakeholders from many countries, programs, and institutions. A majority of the participants felt that these interactions enhanced their understanding and learning about transformational change, and created new

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networks of collaboration around the subject. A number of TCLP participants felt that the opportunities to interact in depth with the consultant teams led to deeper understanding and greater interest than a traditional independent evaluation alone would have produced.

The TCLP has engaged stakeholders from other climate finance institutions, and some of those institutions are starting to use elements of the framework the TCLP created. The Global Environment Fund (GEF); the Green Climate Fund (GCF); the UK Department of International Development (DFID); the UK Department of Business, Energy, and Industrial Strategy (BEIS); the NAMA Facility; the Adaptation Fund; and the ClimateWorks Foundation had participants attend the TCLP workshops. In addition, the CIF E&L Initiative team met with other climate finance organizations throughout the TCLP process to share the proposed approach and the outcomes of the TCLP's work. Section VII provides examples of how learning from the TCLP has been implemented so far.

The broad stakeholder input made the TCLP an **effective** and **successful** endeavor that validated investments in the E&L Initiative and informed ideas for a possible next phase of the E&L Initiative, including continued evaluation of, and learning about, transformational change. Many TCLP participants are enthusiastic about a range of follow-on learning opportunities, as well as the possibility of using the TCLP as a model for future E&L Initiative activities and broader learning collaboration among climate finance organizations.

III. The TCLP Approach and Questions

The TCLP was developed as an ambitious, first-of-its-kind effort to advance and diffuse understanding of transformational change in the context of climate finance.¹ While prior work by the CIF AU and Multilateral Development Banks (MDBs) had begun to explore the topic of transformational change,² the TCLP was designed to build on this work and to address transformational change in the CIF context. These issues warranted deeper analysis to enable systematic learning about the CIF's role in supporting transformation, while also informing decision making about the future of the CIF. This theme is also important to the wider climate finance community.

Box 1: TCLP Participants

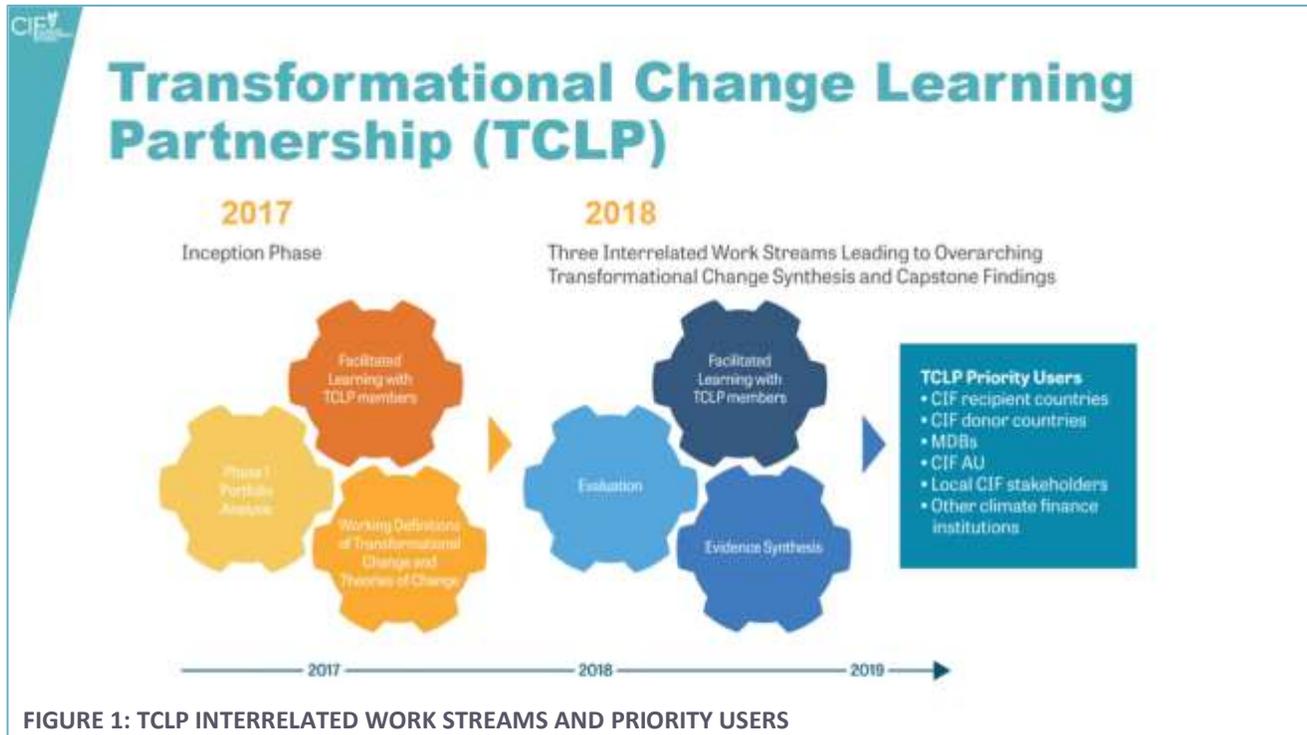
- **Multilateral Development Banks**
- **Donor Countries**
- **Recipient Countries**
- **Observers**
- **CIF Program Leads/Specialists**
- **CIF Evaluation & Learning Specialists**
- **Representatives of Other Climate Finance Institutions**
- **Evaluation & Learning Technical Experts**

¹ Supporting the achievement of transformational change is an overarching goal of the CIF as well as other climate funds. Each CIF program aims to support transformation at sector, national, regional, and ultimately global scales, as identified in each program's respective results framework. Transformational change is inherently multifaceted and complex. Change at a systems level is often slow to emerge but can also sometimes be rapid. Given the urgency of the climate crisis, a key challenge is to better understand transformational change at the nexus of social, economic, and environmental domains; to increase the ability of these systems to mitigate; and adapt to climate change as it unfolds.

² See for instance, a November 2015 paper on *Accomplishments, Transformational Impact, and Additionality in the Climate Finance Architecture* prepared for the Joint CTF-SCF Trust Fund Committees.

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The TCLP was designed to facilitate collaborative learning on transformational change among CIF stakeholders. In service of this goal, the TCLP was convened as a facilitated, multi-stakeholder, interdisciplinary partnership, with members representing CIF and its external stakeholders as listed in Box 1. The TCLP was guided by a set of principles, roles, and responsibilities that were agreed to at the beginning of



2017 and revised slightly and reconfirmed at the beginning of 2018. (See Annex C for the TCLP Principles, Roles, and Responsibilities as adopted in 2018). The TCLP participants were encouraged to bring their individual experiences and perspectives to contribute to the TCLP's deliberations in the development of findings, to inform the ongoing work, and to communicate with their constituencies and organizations around the findings and recommendations of the TCLP. The TCLP participants, the CIF E&L Initiative team, and the TCLP consultant teams worked collaboratively to address the TCLP's questions, including the approach to answering them and the development of the findings and lessons.

The CIF E&L Initiative also has a formal Advisory Group that convened periodically over the two years to provide guidance to the overall E&L Initiative. A number of the Advisors were also active members of the TCLP.

"From my perspective, the very interesting parts of the learning partnership were the initial conceptual discussions, as they allowed an in-depth understanding of how transformational change is perceived and discussed in other contexts." - TCLP participant

The TCLP was launched in March 2017 and convened from June 2017 to April 2019. The TCLP's work in 2017 was supported by a consortium of consultants (Community Science, Emerald Network, and Ross Strategic) engaging in a collaborative process to inform the conceptual development, conduct background research,

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develop a preliminary desk-based analysis of the CIF portfolio, and plan for an evaluation that would address the TCLP questions about CIF's role and impact.

As shown in Figure 1 above, the analytical and facilitation support was reoriented in 2018 into three tracks (evaluation, evidence synthesis, and facilitated learning) and three teams from Itad (with support from ICF and Ross Strategic), Overseas Development Institute (ODI), and Consensus Building Institute (CBI), respectively.

The evaluation team relied on extensive data collection across the CIF country programs, including gathering evidence from 15 countries through remote interviews and country visits, desk review, and surveys of and interviews with key CIF stakeholders. The evidence synthesis team focused on secondary literature review, drawing primarily on 85 published source documents. Together, the findings and recommendations from both studies were intended to be useful both to the CIF and, more broadly, to the climate finance community to improve the transformational design and delivery of climate finance programs and projects.

The TCLP facilitated learning process was structured around four workshops and several webinars. TCLP participants also engaged with the evaluation, evidence synthesis, and facilitated learning teams via interviews, surveys, and one-on-one meetings. The main TCLP learning activities are summarized in Figure 2 on the following page. For an extended description of each learning activity, please refer to Annex E.

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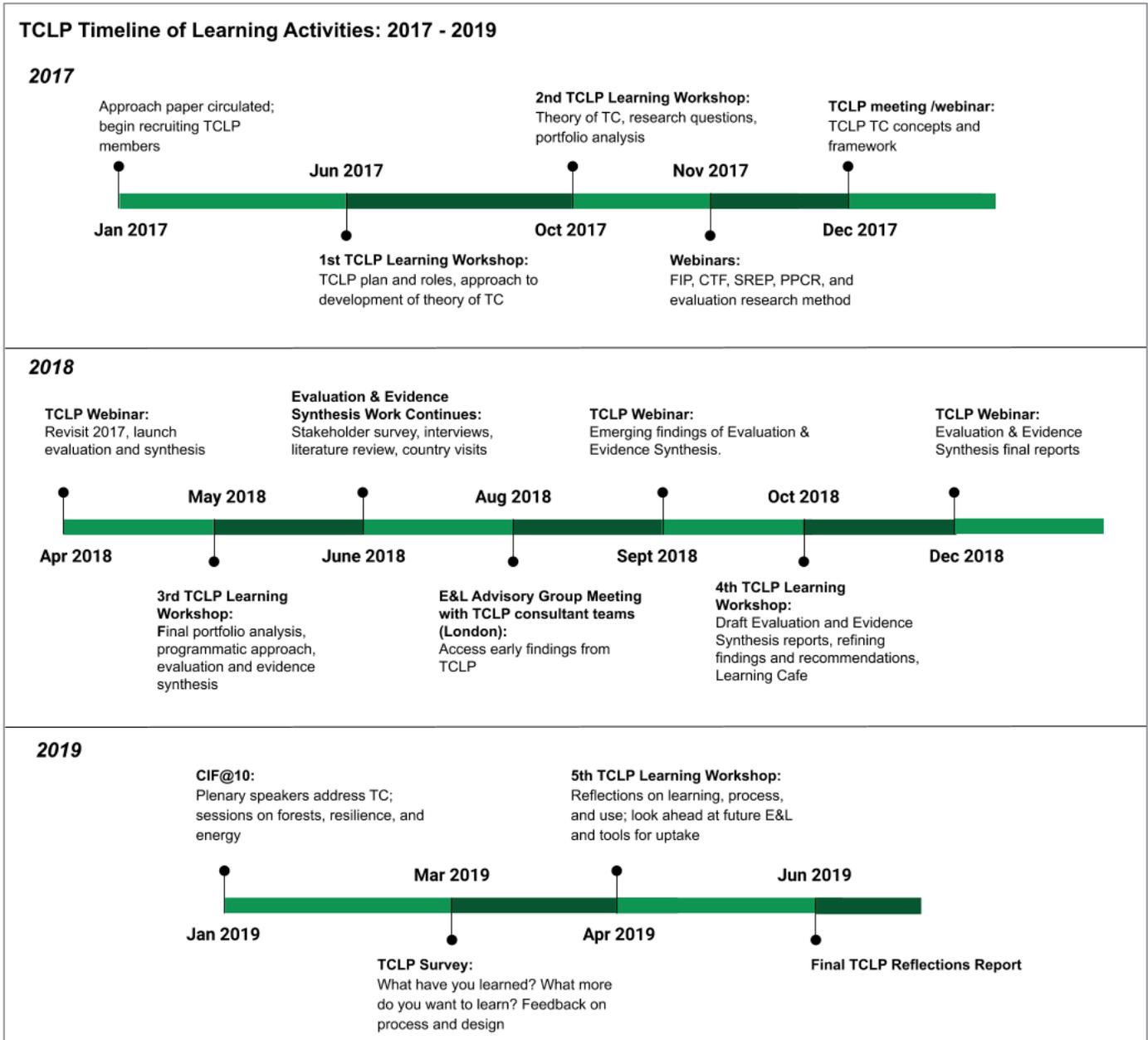


FIGURE 2: TIMELINE OF TCLP LEARNING ACTIVITIES

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The key TCLP questions, shown in Box 2, played a central role in guiding the scope of inquiry for the TCLP process. The questions were first formulated prior to the launch of the TCLP in a draft approach paper³ developed by the E&L Initiative team with input from the E&L Advisory Group and others. They served as a framework from which to launch the TCLP in early 2017.⁴ The questions were circulated to the TCLP members to be discussed and refined at the first workshop. Although some TCLP participants advocated for broadening the TCLP's conceptualization of transformational change and surrounding inquiries, it became evident by the end of 2017 that the process needed to refocus on the primary objectives of the TCLP: answering the four TCLP questions.

BOX 2: KEY QUESTIONS FOR THE TRANSFORMATIONAL CHANGE LEARNING PARTNERSHIP

1. **Definitions:** How is transformational change conceptualized in the international field of climate finance?
2. **Process and design:** To what extent and how does CIF's approach to planning, designing, and implementing its investments work to advance transformational change?
3. **Results:** To what extent, how, and under what conditions are CIF-supported investments and activities contributing to transformational change?
4. **Learning:** How can CIF and others increase their contributions to transformational change?

The TCLP questions were roughly addressed in sequence, though questions 2 and 3 were answered simultaneously. In 2017, to answer the first question (definition of transformational change), the TCLP worked to understand how others define transformational change, to consider different dimensions, and to develop draft theories of transformational change (ToTCs) for the CIF.

Reflections on the TCLP Approach and Questions

Creating a set of learning questions was key to generating productive efforts and setting boundaries for the participants' expectations and the consultants' scope of work. A strong majority (95%) of the TCLP survey respondents agreed that the questions aligned with their expectations of the work. A majority also felt the TCLP process and findings were largely successful in responding to each question.

"The learning questions were well elaborated, both ambitious enough and manageable in scope." - TCLP participant

³ CIF Evaluation and Learning Initiative, Transformational Change Approach Paper, p. 23-24, January 2017

⁴ While the TCLP questions evolved somewhat over the course of the TCLP process, they have always remained rooted in the original draft TCLP goals. Annex D includes the TCLP questions as they stood at three key moments: At the 2017 launch of the TCLP, at the end of 2017, and at the end of the second year in 2018.

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Interviews suggest that the TCLP participants had a range of learning priorities. However, while not all TCLP questions may be of equal importance to individual TCLP participants, **the questions sustained relatively high levels of participation throughout the TCLP process.**

In survey results and interviews, most TCLP members expressed confidence in both the evaluation and evidence synthesis teams' approaches, and most felt that their input had been taken into account. For instance, the evidence synthesis team considered concerns raised by the TCLP about the formulation and use of criteria proposed to identify "credible evidence." In another instance, the evaluation team adjusted its initial selection of country case studies after hearing suggestions from the TCLP to expand geographic diversity and to include countries in earlier stages of implementation.

The parallel yet independent evaluation and evidence synthesis work streams had a number of advantages, including independent discovery of information to test against the concepts and dimensions of transformational change. The two teams looked at different sources of data to explore the same questions, enabling broader collection of evidence and the development of independent conclusions based on their respective sources and approaches. The fact that the two teams arrived at many of the same findings corroborated the results, according to a number of the TCLP members. Some participants suggested that the evidence synthesis and evaluation work should have been conducted by the same team for better synthesis of findings and recommendations. Others thought that the two-team approach was workable, but they thought that stronger results could have been achieved if the teams had more time to conduct a more in-depth, joint analysis of their collective results.

Throughout 2018, the consultative role of the TCLP was effective in allowing a two-way exchange of information and learning. Feedback indicates that most participants felt that they had both increased their own understanding of how CIF contributes to transformational change and provided input on the approach and findings of the evaluation and evidence synthesis teams.

IV. Learning on Transformational Change Definition and Concepts (2017)

This section provides a description of and reflections on what the TCLP learned as it answered the question of how to define transformational change in the context of the CIF.

The TCLP working definition of transformational change is "strategic changes in targeted markets and other systems with large-scale, sustainable impacts that shift and/or accelerate the trajectory toward low-carbon and climate-resilient development."

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The TCLP developed a set of four dimensions that complement the definition and provide a basis for analyzing transformational change processes and outcomes. These four dimensions, shown in Box 3, evolved from the four dimensions of transformational change published by the World Bank IEG in 2016.⁵ The four dimensions have been a core element of the TCLP's transformational change conceptual framework, and the evaluation and evidence synthesis teams used the four dimensions to frame their research and findings.

Box 3: Dimensions of Transformational Change

1. **Relevance** refers to the strategic focus of CIF investments—impacting low-carbon and climate-resilient development, with sustainable development co-benefits.
2. **Systemic change** refers to fundamental shifts in system structures and functions.
3. **Scale** refers to contextually large-scale transformational processes and impacts.
4. **Sustainability** refers to the robustness and resilience of changes.

“The conceptualisation helped to break down what transformational change is and analyse actions via different lenses - the arenas and the dimensions. This conceptualisation was extremely helpful to developing a more structured approach when thinking about and analysing these multi-faceted processes.” - TCLP participant

In 2017, building on the CIF's articulation of five transformational pathways,⁶ the TCLP identified nine arenas of intervention⁷ to encompass and categorize the ways in which CIF-supported programs and projects seek to affect and support change. The TCLP defined an arena as *“an entry point to take action to alter the course of events and enable or catalyze transformational change.”*⁸ The arenas were designed to inform understanding of how the CIF works to contribute to transformational change, and they were used to support the portfolio analysis, discussed below.

“The arenas of intervention identified have been critical in implementing various projects under the PPCR. Given the complexity and variability of climate change, having various options on how best to intervene and address the challenges is very critical in resilience building.” - TCLP participant

⁵ World Bank Group (2016). Supporting Transformational Change for Poverty Reduction and Shared Prosperity – Lessons from the World Bank Experience. Learning Product. Independent Evaluation Group. Washington, DC, p. 3.

⁶ “Accomplishments, Transformational Impact, and Additionality in the Climate Finance Architecture,” 2015, outlined the pathways (institutions, policies, markets, technologies, and behavior change.)

⁷ The nine arenas include: financing, governance and engagement, institutions, knowledge and information, markets, natural capital, policies, practices and mindsets, and technology and infrastructure.

⁸ TCLP Evaluative Research & Analysis Plan. December 2017, p. 37.

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In the first year, the TCLP developed visual and written ToTCs for the CIF and the four CIF programs. These ToTCs attempted to tie together the transformational change dimensions, concepts, and stages.

An important component of the first year of work was undertaking a preliminary portfolio analysis. The portfolio analysis included a detailed desk review and analysis of CIF and MDB information sources for selected investments funded by the four CIF programs. The portfolio analysis examined 32 CIF country and regional programs and associated projects, reflecting about half of the country programs in the full CIF portfolio. It focused on those with more implementation experience.⁹ The portfolio analysis was completed in early 2018 and helped inform both the development of the hypotheses for the evaluation and country selection process for case studies.



FIGURE 3: TCLP PARTICIPANTS AT THE FIRST LEARNING WORKSHOP

Reflections on Substantive Learning on Transformational Change Definition and Concepts

The working definition was recognized as a substantial achievement by many, and it was widely accepted by the TCLP members as a good starting place for the evaluation and evidence synthesis. There were some discussions about how the working definition could be improved if there is interest in doing so in the future.¹⁰

“My understanding of the concept of “transformational change” evolved as the TCLP process progressed. Before, monitoring and reporting was limited to the classic concepts of “results-based management,” but the concept of transformational change goes much further and is more relevant in assessing the success of implementing public policies and strategies.” - TCLP participant

⁹ The document-based portfolio analysis focused on country programs (and associated projects) that had at least 15 percent disbursement as of 30 June 2016, as well as at least \$5 million in total disbursement (for all projects in the country program). The analysis also included all CIF country programs identified by CIF AU, MDB, and TCLP partners as showing potential signs of transformation during interviews and discussions at TCLP workshops in 2017. The consultant team recognized that this sample may not include some smaller country programs—particularly in SREP and PPCR—which may have substantial implementation progress and that may be important to explore in subsequent evaluation activities.

¹⁰ For example, some felt it was unclear as to who is making the strategic decisions or whether changes that happen “organically” can also be transformational. The definition does not include the scale or the pace of change needed in the context of climate change. Some participants noted the need for explicit reference to zero-emission scenarios, the SDGs, or the Paris Agreement.

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The dimensions of transformational change proved to be both durable and helpful throughout the second year of the evaluation and evidence synthesis. Both the CIF and external stakeholders cited them as being useful in their work. Over 80% of the TCLP participants who responded to the 2019 survey found the dimensions useful or very useful. The dimensions became more applicable as they were fleshed out by the evaluation team through the hypotheses and within the context of the programs and sectors.

Scale and systems change were frequently cited by the TCLP participants, as key dimensions to better understand transformational change. A number of TCLP participants observed that the evaluation helped to deepen understanding of the relationships between these dimensions, noting that pathways to transformational change can be rooted in either scaling or systemic change. Sustainability was viewed as the least developed dimension.

The TCLP identified areas worthy of further consideration not covered by the four dimensions. For example, the TCLP discussed the speed of change, particularly in light of the urgency of climate change, as a potentially important aspect of transformational change, but they opted not to include it explicitly in the TCLP's dimensions.

The arenas of intervention proved useful for understanding the types of areas where CIF-supported projects seek to advance systemic changes. Some TCLP participants observed that the arenas helped improve understanding of how the CIF supports efforts to overcome specific barriers.

A focus on concepts during the first year made the learning process seem too abstract and academic to some TCLP members. Survey results indicate that the process for developing the TCLP's transformational change concepts during the first year could have benefitted from more grounding in programs and sectors with which CIF stakeholders were familiar.

One of the major challenges that participants perceived during this period is that the definition and conceptual framework took longer to complete than planned. This impacted the timelines for launching the portfolio analysis, developing the program-specific ToTCs, and further work down the line.

In hindsight, the progress accomplished during the first year was seen as very valuable by most TCLP participants. Many saw the first year's foundational work as a key TCLP contribution to operationalizing the concept of transformational change in the domain of climate finance. Most TCLP participants expressed confidence in the framework (including the definition, dimensions, and arenas of intervention) as a way to understand transformational change in large, complex cross-sectoral CIF programs.



FIGURE 4: TCLP PARTICIPANTS AT THE FIFTH LEARNING WORKSHOP, APRIL 2019

V. Learning from the Evaluation and Evidence Synthesis (2018-2019)

This section provides a description of and reflections on the substantive work of the TCLP during the second year, as the evaluation and evidence synthesis took shape.

The evaluation team operationalized the learning questions by developing seven working hypotheses to test and refine through case study research (for the evaluation) and review of published literature about the CIF (for the evidence synthesis). The hypotheses describe major transformational change pathways in the CIF. During 2018, the evaluation team developed a set of “signals” of transformational change defined as “pieces of evidence suggesting that transformational change is likely to occur (or has already done so).” The signals framework for each program identified evidence related to each dimension and differentiated between early, interim, and advanced signals.¹¹ Signals were discussed during the May 2018 workshop and during the October 2018 workshop.

The final evaluation and evidence synthesis reports ([available on CIF’s website](#)) provide findings on TCLP



¹¹ Recognizing that transformational change occurs as a process and that signals of transformational change become more robust over time, the evaluation identifies three stages of signals. Early signals are evidence that programs are not only thematically relevant, but have also been designed and implemented in such a way as to promote transformational impact (e.g., integrating political economy considerations, engaging national support from key champions, and aligning with regional initiatives likely to support change processes). Interim signals indicate that external change processes linked to direct program outputs are underway and that these are likely to result in future climate benefits (e.g., greenhouse gas (GHG) mitigation, improved resilience, sustainable forests), but have not yet been fully realized. Advanced signals indicate that climate impacts core to the mandate of CIF’s programs are being delivered at scale, with systemic underpinning and in a sustainable manner beyond CIF’s program boundary. (Source: TCLP Evaluation Report, Annex 2: TCLP Evaluation Methodology, p. 13.)

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question 2 (to what extent and how do CIF-supported investments and activities contribute to transformational change) for each of the CIF programs, and on TCLP question 3 (the role of the CIF business model, processes, and policies in supporting transformation). Both studies also provide crosscutting insights on the role of the private sector and concessional finance, MDBs, and gender in advancing transformational change in the CIF. The results of the year-long evaluation and evidence synthesis were released at the end of December 2018 to coincide with the January 2019 CIF@10 Anniversary and Joint TFCs meetings.

“Defining and identifying the dimensions, arenas of interventions, and signals of transformational change made understanding transformational change easier.” - TCLP participant

Reflections on the Evaluation and Evidence Synthesis

The evaluation and evidence synthesis teams were encouraged by the TCLP to look for learning both in cases where there were clear signs of transformation and in cases where challenges arose that prevented or stymied progress in transformational change. The consultant teams aimed to identify risks and barriers that could slow or prevent progress, such as lack of access to finance and ongoing institutional and other capacity constraints.

A number of TCLP participants remarked that **the seven hypotheses helped articulate in concise ways how the CIF works to advance transformational change in different contexts.** The hypotheses proved useful in enhancing clarity around the CIF program-specific ToTCs that had been drafted during the first phase of the TCLP in 2017.

The findings of the evaluation and evidence synthesis are too extensive to review in detail here. However, **95% of the TCLP survey respondents either strongly agreed or somewhat agreed that, overall, the TCLP findings and process responded to the TCLP questions.**

With regard to specific TCLP questions, survey respondents thought the findings had gone farther in assessing the influence of CIF’s design on transformational change and less far in assessing whether CIF investments and activities have resulted in transformational change.

The TCLP participants and broader set of stakeholders who received the final studies, as well as others who participated in transformational sessions at the CIF@10 event, found the findings of the two studies to be informative and helpful. Reflecting on the findings, the stakeholders noted the following aspects to be of particular value:

- **Seeing CIF’s vision for transformational change articulated and validated** through CIF’s unique design features, which are well suited to supporting transformational change;
- **Identifying clear examples of achievement** – or progress toward – transformational change at the program and country levels;
- **Recognizing the variable levels of progress across CIF’s diverse programs and contexts**, in part because program and project implementation was still in early stages across much of the CIF portfolio, and in part because of barriers or challenges that require more time or new strategies to address;

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- **Acknowledging that transformational change often requires long-term commitment, innovation, and adaptation** based on learning and changing circumstances, and, ultimately, other actors (e.g., governments and the private sector) to move beyond concessional finance provided by climate finance institutions.

During consultations with CIF stakeholders on the E&L Initiative in early 2019, multiple donor country representatives noted how the transformational change studies¹² have been very helpful for understanding progress and challenges toward achieving transformation and the role the CIF has played, while also informing both routine reviews of the CIF and discussions on the CIF's future.

"It's good to have evidence that supports how CIF works and functions, and also on the question of what concessional finance should be used for in the future, not only for the CIF but for all climate finance. What has been done [in the E&L Initiative] has already produced results." - E&L Initiative consultations

There was acknowledgment that the learning from the TCLP could contribute to better understanding opportunities for supporting transformation and ways to overcome ongoing challenges. There was also a clear awareness that this work is inherently complex, ambitious, and challenging.

Feedback also noted that the evaluation and evidence synthesis were generally high-level studies. More in-depth, country- and sector-based analyses would be helpful for wider practitioner audiences, especially if the findings are then translated into operational guidelines or other tools that can strengthen transformational outcomes going forward. The evaluation and evidence synthesis findings highlighted that there are also remaining questions and gaps in the data and knowledge about the effectiveness of CIF's contributions and climate finance interventions more broadly in accelerating transformational change. Some of the gaps and opportunities for further evaluation and learning are discussed in Section VIII.

"Regardless of what worked or hasn't worked well, the outcome of the TCLP studies was positive. The conclusions were fairly compelling."- MDB during E&L Initiative consultations

"I don't feel that the TCLP process and findings sufficiently spoke to the question on results... [including] more productive conversation with the project- and program-level aggregated results data that are available" - TCLP participant

VI. The TCLP as a Facilitated Learning Process

The TCLP was designed to be a "facilitated learning process with key CIF stakeholders to support collective learning on transformational change" and "closely integrated with the evaluative research and analysis

¹² The evaluation and evidence synthesis studies were mentioned along with the *Evaluation of the CIF Programmatic Approach* and the study on the *Use of Concessional Finance in the Clean Technology Fund*, which are available on the [CIF E&L Initiative website](#).

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work.”¹³ Facilitated learning processes typically engage participants as active partners in the learning process, enabling them to learn with and from each other around a mutually-agreed upon set of learning goals, questions, and/or topics. Facilitated learning processes also typically allow participants to take some ownership and control in shaping the direction of their learning.

“In the room with all of these TCLP stakeholders, you realize that you're actually living, breathing evaluation. It's not only enriching contributing to the process -- but at the same time, uptake is automatic. You can't unlearn the process and the exposure and the conversations you've had with all of these people that are the substance of what we're trying to do through the TCLP.” - TCLP participant

As noted earlier, the facilitation of the learning process was separated from the substantive evaluation and evidence synthesis work in the second year. The facilitation teams in both years were charged with ensuring that dialogue and engagement were constructive and meaningful for all stakeholders, while also ensuring that learning took place through the joint endeavor to inform the substantive work by the consultants.

The TCLP membership expanded over the course of the two years, starting with approximately 35 people at the first workshop in 2017 and growing to almost 70 participants at the October 2018 workshop when the draft findings from the evaluation and evidence synthesis were presented. There was a core group of 15-20 members (not including CIF AU staff and consultant teams) who participated in at least four of the five workshops.

As described earlier, the TCLP was structured around workshops and webinars with most interaction effectively occurring within the workshops. There were a variety of ways to engage at the workshops including plenary presentations, table discussions, and breakout discussion groups organized by themes or programs.

“The mix of virtual and in-person meetings was very good and established a strong network going beyond these events and connected participants across institutions.” - TCLP Participant

“The workshops were well organized and the debates were very rich. The quality of the participants and the participatory and inclusive approach that prevailed during these workshops yielded very satisfactory results.” - TCLP participant

The TCLP design also emphasized the importance of collaboration with other climate finance institutions and organizations to support global learning and uptake of insights. This occurred in a variety of ways, including within the TCLP process, among E&L Initiative activities and other related CIF activities, across the global CIF community, and across the global landscape of climate funders and organizations working on climate change.

The TCLP process included participation from the GEF; GCF; NAMA Facility; Adaptation Fund; UK Department of International Development (DFID); UK Department of Business, Energy, and Industrial Strategy (BEIS);

¹³ CIF AU, Transformational Change Approach Paper, DRAFT, 2017. p. 22.

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ClimateWorks Foundation; World Resources Institute; The Energy Resources Institute (TERI); and a number of CIF-affiliated CSOs. Further, work occurring outside of the TCLP that related to transformational change was shared at the TCLP workshops.

Other E&L Initiative activities were also coordinated in multiple ways that included:

- two studies supported by and for both CIF and GCF;
- sharing the TCLP concepts and findings explicitly prioritizing transformational change (and incorporating the “hot-off-the-press” TCLP working definition and concepts) into all of the second year round of E&L Initiative Call for Proposal activities;
- sharing relevant draft and final studies across teams to inform each other’s work; and
- holding monthly coordination calls across many teams working on separate studies.

Coordination also took place among a broader set of CIF activities, such as the annual CIF monitoring and results reporting processes and the CIF case studies conducted for the Global Delivery Initiative.

Collaboration across both CIF and other climate change communities included sharing of interim and final findings and insights at events, pilot country meetings, and regional and global conferences. These included separate meetings in London with UK DFID and BEIS, informal presentations at 24th United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties, and participation in conferences including those held by the African Evaluation Association and the Resilience Monitoring, Evaluation, and Learning Community of Practice.

Furthermore, the dissemination and uptake of the TCLP work is gaining stride as of the spring of 2019 through development of communication materials (e.g., short briefs, presentations, follow-on country case study summaries, and a TCLP video) and modalities, including a joint workshop held on 21 June 2019 on transformational change sponsored by the CIF and the NAMA Facility (involving also several other climate funders), and several other opportunities throughout the year.

Reflections on the TCLP as a Facilitated Learning Process

The TCLP members’ substantive expertise and experience spanned all the CIF programs (forestry, energy, and climate resilience) and a range of disciplines, including economics and finance, gender, public policy and public administration, evaluation, and natural sciences. According to feedback from the TCLP members, this diversity enabled participants to explore parallels and distinctions in how transformational change is understood and experienced outside of their own programs and disciplines.

The multi-stakeholder, multi-disciplinary make-up of the TCLP was key to the success of learning and socialization of the results. Overall, participants responding to the survey and those interviewed provided a positive characterization of the make-up of the TCLP and



FIGURE 5: TCLP PARTICIPANTS AT THE FOURTH LEARNING WORKSHOP

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opportunities for cross-sector interactions – both across programs and institutions.

“This multi-stakeholder quality was one of the most interesting and valuable aspects of the TCLP. It really gave the sense that all perspectives were being considered in developing the concepts and eventually validating the evaluation findings.” - TCLP participant

Over 80% of survey respondents felt that the size and balance of the TCLP was appropriate for the task. That said, some participants noted that the TCLP could have benefited from more representatives from recipient and donor countries, as well as more opportunities for comparisons of experience across countries. (Recipient government representation grew from three countries in the first workshop to six countries by the final workshop.)¹⁴ Some participants also suggested greater participation from project-level stakeholders, including project beneficiaries, civil society, and local MDB staff.

A more explicit strategy of expanding the TCLP to include more participants with direct experience in CIF investment planning and implementation might have enhanced the interaction between the TCLP and the evaluation and evidence synthesis teams. The overall continuity in the TCLP’s membership helped to promote cohesion and use the collective understanding of the conceptual framework developed in 2017 to inform the work of the TCLP in 2018. On the other hand, the limited number of participants who had direct operational experience with the CIF constrained the evaluation and evidence synthesis teams’ ability to delve into the specifics of evidence with the TCLP during workshops, according to the consultant teams and some of the TCLP members.

When asked about the value of the TCLP as a learning forum, **95% of respondents saw the TCLP as a useful platform for learning**, and 88% found it was a useful source of information relevant to their work.

“The participation in the TCLP allowed me to learn in-depth how transformational change is occurring in context other than the context I work in /on. My understanding became deeper as many examples were discussed from different angles. ...Also, it was very helpful to have so many opportunities to reflect on this topic.” - TCLP participant

The TCLP participants noted in the survey, interviews, and workshops that strong and independent facilitation of the learning process was a key ingredient. **Separating the facilitation role from the substantive work in the second year was seen as an improvement.**

The workshops created many “micro-learning encounters” through active workshop discussions and roundtables. These highly targeted, multi-stakeholder discussions would not have been possible in a less interactive format. The TCLP participants found the greatest value in the smaller group discussions, which allowed more in-depth sharing around specific CIF programs and crosscutting themes, and in mixed groups, which allowed participants to hear perspectives outside of their individual context.

¹⁴ It is important to note that the CIF made continuous efforts to invite recipient and donor countries to participate throughout the process. In addition, dozens of countries were covered in the evaluation and evidence synthesis studies, though not as stand-alone case studies.

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“The interactive formats were what made the TCLP so special.” - TCLP Participant

“The targeted breakouts organized around specific themes drove incredibly rich discussions.” - TCLP participant

The two-year timeframe of the TCLP was both a luxury and a constraint. While it is not common for an evaluation of a program to span multiple years, the level of effort and the new territory covered might have benefited from even more time. When asked about the pace and length of the TCLP process, one member reflected that while the pace may have seemed slow on occasion, the time periods between workshops were crucial to allow the necessary learning and iterative building of a common understanding.

“The strong learning focus was also influential and provided inspiration for designing future learning activities.” - TCLP participant

The TCLP was successful in its intent to create an environment where participants could discuss challenges openly without overwhelming concern for accountability/judgment. Notably, one stakeholder remarked that the TCLP was unique in providing a forum where climate finance stakeholders could gather without a heavy overlay of political agendas and focus more on learning-based inquiry.

The TCLP generally met the definition of a facilitated learning process. Overall, the facilitated learning approach appears to have leaned towards a “consultative” approach in which the independent consultant teams brought concepts and information forward to the TCLP for consideration and engaged the TCLP in discussions to solicit input and meaning-making to allow for both learning and refinement of concepts, insights, and products.

There was a “creative tension” that emerged in the first year between the need to answer the TCLP questions and the desire among some TCLP members for a broader exploration of transformational change issues and questions, which might not be as directly relevant to the TCLP goals and questions. The development of the conceptual framework benefitted from a wide-ranging discussion of many factors related to transformational change. In practice, the evaluation and evidence synthesis teams’ work remained focused on the core questions and evidence directly relevant to the CIF’s stated transformational goals.

“The TCLP’s approach to active learning has ensured that concepts and findings were much more directly ‘disseminated’ through the multiple stakeholder groups and institutions represented, while at the same time constructing and validating that shared knowledge. This was possible in a way that would never have happened with production of [consultant-led] evaluation reports.” - TCLP participant

In addition to its role as a learning forum, the TCLP served a number of other functions, as described by participants:

- The TCLP as a **source of information** was one of the most valuable features, according to feedback from the TCLP members. This included information shared at the workshops, webinars, and other

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activities, as well as information acquired via informal interactions among TCLP members, consultant teams (both the TCLP and other E&L Initiative activities), and the CIF AU itself.

- The learning forum, in addition to all the substantive contributions, served as a process to generate **buy-in and validation** from participants, giving the TCLP findings additional credibility and visibility in their respective institutions. Also, given the iterative process, the TCLP stakeholders could see their input and experience reflected in the results.
- The TCLP has resulted in enhanced **institutional collaboration among its participants**. For example, WRI and the NAMA Facility began joint development and testing of guidance on transformational change and held a joint webinar on funding opportunities linked to transformational change. The CIF AU and the NAMA Facility co-hosted the aforementioned workshop on transformational change as an important step in deepening engagement with the inquiry across the climate finance community.

Considerations for Future Learning Partnerships

With the completion of the final workshop in April 2019, the TCLP wound down its work as originally envisioned and funded. However, lessons from the TCLP on the facilitated learning process can inform other evaluation and learning activities around climate finance. The following section covers a number of CBI team suggestions based on the reflections of the TCLP members and the experience of the team as facilitators of multi-stakeholder processes.

The TCLP began with careful selection of the stakeholders participating in the learning partnership. **Other learning partnerships could also carefully consider membership criteria**, both to ensure cross-fertilization of the full range of perspectives for increased credibility of the findings, and to facilitate engagement with key networks and pathways for dissemination of the results.

The TCLP was successful in its intent to create **an environment where participants could discuss challenges openly** without overwhelming concern for accountability/judgment.

Future initiatives could include key ingredients that made the TCLP an effective forum for open dialogue and collaborative learning:

- Make it clear that the initiative's goal is learning rather than accountability.
- Offset differences in the perceived institutional and individual authority of participants (if this is a potential problem) through mixed, small group discussions and by ensuring balanced participation (across constituencies, role, gender, and any other relevant aspect) in all full group discussions.
- Set clear expectations about what level of decision-making authority or influence participating stakeholders will have on consultants' work plan, methods, and final products (particularly if the initiative includes both stakeholders participating as members and a team of consultants who are generating work products).
- Build trust among participants over time by establishing a stable group of core participants and by agreeing to principles of engagement that promote constructive collaboration, exploring without judgment, and evolving as you learn.

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A multi-stakeholder learning process should **provide multiple platforms and opportunities for interactions and information exchange**. Allow participants to focus collectively on bigger picture questions in plenary discussion, and to meet in communities of interest and practice around context-specific questions, crosscutting themes, or program challenges. Based on the TCLP's feedback and appreciation for the varied engagement opportunities, future learning processes on transformational change should include a significant element of small group discussions, bearing in mind the potential cost and time implications.

The possibility of learning forums at the regional and sub-regional level could be explored for deeper understanding of the role of context in transformational change. Without downplaying the opportunities to learn at the global level, a number of the TCLP participants suggested that efforts from future transformational change partnerships should consider delving more deeply into context-specific analyses by replicating TCLP-like processes at the regional, country, or sub-national level. For instance, there are opportunities for South-South learning, particularly when one country is a champion in a specific area and a neighboring country may be facing similar challenges.

Learning efforts that include inquiry on many substantive and methodological issues with a diverse group of stakeholders could **maximize the use of work groups** that can bring their experience to specific topics for which there is not adequate time to cover in workshops. Work group membership should be based on both interest and experience and should be given a narrow topic for deliberation over a series of meetings if needed. Work groups can bring forward more detailed considerations for the larger group or the consultant teams. Obviously, the institution of work groups requires a greater time commitment on behalf of the participants and resources to organize and support the groups. The TCLP did have opportunities for self-organizing work groups on topics of interest between workshops, but the time commitment required may have been a deterrent.

In order to create a large pool of ambassadors for the results, it is important to **assemble a broad stakeholder group** drawn from the intended user institutions and constituencies, as the TCLP was able to do, and provide the time and interactive formats needed to allow for individual and collective learning.

Workshop preparation, design, and follow-up should **maximize stakeholders' ability to provide constructive feedback on the draft analysis and findings**. For instance, documents should be provided far enough in advance of the workshops to give participants adequate time to absorb the information, respond, and contribute effectively. Because of the importance of delivering final results for the CIF@10 Anniversary and the TFCs meeting in January 2019, the overall schedule and workload made providing documents for review well in advance of the TCLP workshops challenging.

VII. Examples of Putting to Use the Learning from the TCLP

Through the surveys, interviews, and workshops, the TCLP participants shared ways in which the learning has already influenced their thinking and, in some cases, their organizations' approaches to climate finance work. This section highlights some of these stories of learning.

The TCLP working definition of transformational change has informed other organizations as they develop, refine, or operationalize their own definitions of transformational change. For example, the NAMA Facility has used the TCLP dimensions to help refine its internal definition of transformational change.

“The definition provided a very good point of reference for the work within my institution to refine the understanding of transformational change.” - TCLP Participant

“My institution has yet to develop their own definition and framework of transformational change. The TCLP definition could inform our work in this direction.” - TCLP participant

The TCLP working definition has also been useful for informing other institutions’ analytic efforts in other contexts, such as scaling impact of environmental finance or analyzing the impact of a World Bank hydro-meteorological and climate services project.

“This is quite a comprehensive definition and is helping in developing a hypothesis for our existing work in the areas of upscaling renewable energy and energy efficiency.” - TCLP participant

Several TCLP participants are planning on or are already in the process of operationalizing the TCLP results.

By operationalization it is meant to make a particular TCLP result or results applicable, in practical terms, to the situation at hand. For example, a PPCR recipient country is in the process of developing an integrated national monitoring and evaluation strategy and establishing an integrated national monitoring and evaluation system for public policies and strategies that takes into account the transformational change dimensions. In another recipient country, the TCLP findings helped inform the development of their New National Climate Change Action Plan. The African Development Bank (AfDB) used the concept of transformational change in a review of its CIF portfolio. It is currently determining the feasibility of incorporating the TCLP concepts into project evaluations and may pilot this approach with certain projects in its evaluation pipeline. The NAMA Facility issued a tender for developing a methodological approach on how to evaluate NAMA Facility supported activities in terms of transformational change potential, including by operationalizing the findings of the TCLP. The Inter-American Development Bank (IDB) and Asian Development Bank (ADB) have led work (under the second E&L Initiative Call for Proposals window) to develop a transformational change toolkit for program and project design. There were also community solar projects in Armenia that considered the TCLP dimensions and arenas of intervention in their design.

“It has been a good experience for me and has allowed me to positively influence the conduct of the PPCR process in my country and to stimulate a new form of stakeholder partnership in a spirit of innovation.” - TCLP participant

The work of the TCLP has been mutually reinforced with other processes on transformational change. For example, before the beginning of the TCLP, the Initiative for Climate Action Transparency (ICAT) had established a technical working group on Transformational Change, which produced guidance and recommendations on transformational change. ICAT’s work, developed independently and in parallel to the TCLP’s, reached a similar fundamental understanding of what transformational change is and how it unfolds.

“The approaches and thinking the TCLP [...], are not just applicable to climate finance but are directly applicable to other sectors. In my job I'm already taking those lessons and applying them to other sectors, one example is health systems strengthening, we are looking at applying those same dimensions, same evaluation approaches, to understanding how transformational change takes place in terms of different health programs.” - Evaluation expert

The TCLP’s work has been effective in helping to reframe the discourse within some TCLP members’ institutions. For example, a recipient country participant noted how the TCLP definition and dimensions helped national stakeholders articulate the existing national transformational goals in ways that facilitate engagement with MDBs and development finance institutions. An MDB participant explained that the definition is a useful reference point in introducing green growth and climate change into core development operations. The definition was also considered helpful to communicate with peers about the importance of achieving transformational change, and useful to frame program theories of change and stretch ambitions.

“... [the definition] is easily citable in reports to set up discussion of more specific topics in this area.” - TCLP participant

VIII. Looking Ahead: Potential Future Work on Transformational Change

One of the TCLP’s goals (and the subject of the fourth TCLP question) was to inform future work on transformational change both within the CIF and more broadly across climate finance. An entire day of the final TCLP learning workshop held in April 2019 was devoted to considering learnings and recommendations for future work. This section offers reflections and suggestions based on those discussions and the overall TCLP experience.



Potential Future Priorities on Transformational Change

The CIF AU conducted extensive consultations with CIF stakeholders in the spring of 2019 to gather feedback on the past three years of the E&L Initiative, including the TCLP, and provide input on a possible next stage of the E&L Initiative. The consultations, which covered transformational change as well as other topics, initially identified four overall emerging priorities: the private sector and concessional finance; development impacts of climate finance; institutional capacity building; and further work on transformational change. Using these themes as a starting place, the TCLP added other ideas and provided further input on priorities for any future E&L Initiative work as well as work on transformational change that could be undertaken by others in the global climate change community. Although the TCLP’s input focused on transformational change, workshop participants also considered other priority and

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timely topics relevant to climate finance.

*“It was interesting to learn about what gaps were identified as it provides important information what areas might need to be included in further studies/ evaluations.” -
TCLP participant*

The issues of distribution of benefits, development impacts or co-benefits of climate finance, and a “just” transition in relation to the transformation of systems, be it energy, forests, or gender equality, are some of the potential priorities for future E&L Initiative work that garnered the most interest from the TCLP participants. It was noted that the TCLP evaluation work showed that co-benefits can be among the primary drivers for some government climate investments. As such, further understanding on co-benefits is key to further transformational action. This topic is considered part of the proposed new (next phase) E&L Initiative theme on the development impact of climate finance.

Another potential priority for future work that attracted strong interest from the TCLP is **the role of the private sector in bringing about transformational change**. Most TCLP members suggest that the private sector has a key role to play in delivering the climate investments needed for transformational change. Of particular interest for future work were issues such as using transformational change criteria in competitive processes to leverage private sector investment, identifying and engaging private sector leaders on transformational change, and finding ways to increase private sector engagement in areas traditionally less attractive to profit-seeking investment, such as resilience and sustainable forests development in low-income countries. This work could include studies on various programming and delivery models for private sector engagement.

Further understanding the best use of concessional finance for private sector engagement and investment is another proposed priority for future E&L Initiative work and was also seen as a priority by the TCLP. While concessional finance does not relate exclusively to the private sector, it was seen as an important tool within the CIF to facilitate private sector participation. Some TCLP participants expressed interest in learning more about concessional finance aspects such as market distortion, leverage factors, and simplification of concessional finance processes.

Further work on the role of actors other than the private sector was also identified by the TCLP as a potential line for future E&L Initiative work. For example, the role of champions in government needs to be better understood, including identifying champions, nurturing relationships, and leveraging their capabilities. Project preparation and implementation would also benefit from a better understanding of local actors and how their interactions amongst themselves and with external institutions can facilitate or hinder the achievement of transformational change. In a similar way, a better understanding of the role of the public sector, particularly at the subnational level, is another area of interest.

From the international climate change process perspective, the TCLP expressed interest in developing the **explicit linkages between transformational change, the UNFCCC Paris Agreement, and the national-level actions and plans including as stated in Nationally Determined Contributions (NDCs)**. Of particular interest was how transformational change can inform and be included in the next generations of NDCs.

Deriving from the TCLP work and the framework for transformational change, **the dimensions of scale, systemic change, and sustainability** are all ongoing challenges for climate finance institutions. The climate finance community would benefit from further work on these concepts, which could include deeper analysis

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on why some investments achieve transformational change and others do not, better understanding of cause-and-effect relationships, particularly for scaling and sustainability, and additional work on the time dimension of transformational change. On the time dimension, studies that capture long-term processes, such as impact studies on transformational change addressing an overall process from the initial approach to a maturely transformed sector, were recommended. Further elaboration and operationalization of signals of transformational change would create additional value.

“Scale and Sustainability are concepts that we are taking strongly into consideration for new developments.” - TCLP participant

The use of “signals” and the potential for identification of progress toward transformational change generated strong interest among the participants, who would like to see **further development of signals to broaden and strengthen their understanding and applicability**. The signals have potential to connect more abstract concepts of transformational change to more tangible manifestations of what one would expect to see in practice, on-the-ground, if changes are or have potential to be transformational.¹⁵

Other potential priorities for future analytical work identified by the TCLP included:

- Development of the business case for investment in transformational change
- Development of methodologies to measure and report shifts in “mindsets” as a key enabler for transformational change
- Identification of barriers to transformational change and potential ways to overcome such barriers
- Sector, sub-sector, recipient, and issue specific transformational change studies, such as gender, transportation, and energy storage
- Additionality of CIF and other climate investments

Operationalization: Tools, Approaches, and Knowledge Sharing

Throughout the TCLP process, it has been clear that facilitating broader uptake of the learning will require activities that translate the TCLP concepts and lessons more directly into guidance for program and project design, selection, monitoring, and evaluation in order to have direct impacts on the ground. Such activities can include development of tools, guidelines, methods and approaches, and knowledge products.

The development of signals, indicators, and/or criteria for transformational change is an area that could receive more attention when developing tools. These include criteria for selection and screening, for monitoring, and for post-project assessment at different levels (e.g., government and MDB levels). Another

¹⁵ Other considerations for further development of signals include the boundaries of signals, the different nature of signals for different programs, process vs. outcome signals, and the conceptual difficulties in defining some signals, such as those related transformation in mindsets and behaviors.

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aspect is the development of guidance and good practice cases. Important aspects in tool development include who develops the tool, who “owns” the tool, and for whom the tool is intended. Tools that are flexible and have fewer administrative requirements are more likely to be embraced by practitioners. Offering tools in multiple formats and languages is an important aspect to broaden their reach and applicability.

Stakeholders identified knowledge sharing as a key element for replicability and scaling of transformational change. This includes **knowledge sharing to, from, and within CIF AU, MDB teams, country teams, and other relevant stakeholders**. Participatory information-sharing engagements, communities of practice, and demand-driven sharing are important, including both tactical project-level and upstream engagement. Knowledge sharing can be facilitated by the development of informational tools and materials, including one-page information sheets, guidance documents, strategic questions, videos, embedded expertise within teams, and embedded learning processes. More sophisticated approaches were also suggested, such as open-source, online-curated repositories of knowledge on transformational change. An important aspect to ensure that knowledge sharing happens is to provide appropriate incentives and articulate a compelling business case on why it is in a particular stakeholder’s interest to engage in knowledge sharing activities.

The TCLP underscored that an important, underpinning element – intrinsically linked to indicators, criteria, and knowledge sharing – is **data collection, particularly at the country level**. Data collection on indicators of transformational change can be challenging because of lack of data availability, technical capacity, or experience at the national level. Steps to bolster data collection efforts may include strengthening existing data collection, defining new data categories appropriate to transformational change, and developing the relevant tools used to measure, monitor, and promote transformational change.

Utilization, Outreach, and Strategic Engagement with Other Climate Finance Efforts

In order to systematize the outreach and adoption of the TCLP work, **there is a need to identify target audiences for strategic engagement**, including at the multilateral, regional, national, and subnational levels. The CIF AU has done this with the E&L Initiative Engagement and Uptake Strategy, which outlines priority audiences and approaches to support sharing, further learning, and use. The TCLP also had suggestions to offer to facilitate broad diffusion.

“TCLP’s approach to active learning has ensured that concepts and findings were much more directly “disseminated” through the multiple stakeholder groups and institutions represented, while at the same time constructing and validating that shared knowledge. This was possible in a way that would never have happened with production of written evaluation reports..” - TCLP participant

At the multilateral level, **strategic engagement with other climate finance institutions, such as the GCF and the GEF, was seen as beneficial**. Many stressed the importance of collaboration with other climate funds, as exemplified by the June 2019 workshop on transformational change co-sponsored by the NAMA Facility and CIF, which also involved GCF; UK BEIS; and Germany’s Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety. Additional collaboration is underway (e.g., around the International Development Evaluation Association (IDEAS) Global Assembly in October 2019, focused on transformational change). It was also suggested that there might be intrinsic value in each institution having a separate approach because this provides a broader toolbox to understand and support transformational change.

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Inherent engagement with the CIF implementing MDBs was achieved by having those MDBs as part of the TCLP.

“I think there is still a lot of space for learning on transformational change for climate finance institutions and others.” - TCLP participant

At the national level, peer-to-peer engagement is often more effective, according to some TCLP members. Sector-specific discussions and communities of practice among similar countries and institutions are likely more conducive to meaningful engagement and sharing of CIF learnings. It is also important to identify individual actors at the national level who may be most motivated to think about transformational change. Opportunities for strategic engagement on transformational change at the national level can also occur through the NDC process.

Strategic engagement with philanthropic organizations and major investors and corporations who may be interested in using a transformational change lens is another potential opportunity for outreach to share what was learned from the TCLP.

Outreach can also be improved through presenting the TCLP findings in other forums, such as climate conference side events, MDB governing body meetings, and professional associations such as IDEAS. At the national level, engagement of local academic institutions, civil society organizations, and local stakeholders may be a key element for both outreach and strategic engagement on transformational change.

Future Multi-Stakeholder Learning Partnership Opportunities

Opportunities and the format for future multi-stakeholder learning processes were discussed during the last TCLP workshop and included in the TCLP survey. Below are some suggestions generated by the TCLP.

Overall, the TCLP was seen as a good and replicable model for future multi-stakeholder learning partnerships on transformational change. Even though in April 2019, the TCLP was concluding its work as planned, some participants explicitly called for continuation or replication of the TCLP at the April workshop.

“I think the forum was designed in an extraordinary way and allowed deep learning for the participants.” - TCLP Participant

Many participants offered suggestions based on hypothetical (modified) versions of the TCLP. Suggestions revolved around specialization of the learning partnership (e.g., regional, thematic, and process), focusing on specific segments of participants (constituencies, seniority, type of work), hosting organizations, and adjusting design elements such as frequency of meetings and duration of the process.

Participants also suggested innovative models for future engagement. The ones that gathered the most attention included a summer transformational change academy, a global community of practice on transformational change, an MDB-hosted regional competition for private-sector-led transformational change, and a pilot country-level TCLP-like process. All the suggested models could be conducted in a complementary way to each other.

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Many proposals for future partnerships emphasized the private sector. This included engagement with the private sector at the sector/program level, working with MDBs for private sector mobilization, and creating business cases to support the private sector's role.

IX. Conclusions

The TCLP was indeed an ambitious effort in its aims to better understand the nature of transformational change and the role of the CIF in contributing to transformational change. The independent evaluation and the evidence synthesis played a key role in the discussions both on the CIF's role in supporting transformational change over the past ten years at the CIF@10 Anniversary event in January 2019.

The TCLP as a multi-stakeholder learning partnership was a unique approach that is viewed as particularly valuable in creating a broad group of stakeholders who had the opportunity to shape the approaches and findings of the evaluation and evidence synthesis and are now able to help disseminate their learning within their institutions and networks. While this approach requires a greater investment of resources and time, the benefits were recognized in terms of broader uptake and dissemination of the learning across programs, countries, and climate organizations. The findings and recommendations of the TCLP continue to be widely disseminated. The work of the TCLP on the definition and dimensions of transformational change are already being applied in a number of ways, including on how climate finance options are evaluated and can be designed to advance transformational change. The TCLP is likely to continue to inform climate finance investments and learning for years to come.

"I think the work of the TCLP will continue to have reverberations. Some of this is the value of the design, and the work that the CIF put into this process by engaging a group of stakeholders alongside some analytic/evaluation efforts, and developing a community that helped inform and improve that work – and enabled a group of people to create a learning journey together." - TCLP consultant team member



FIGURE 6: TCLP MEMBERS WHO ATTENDED THE FINAL TCLP LEARNING WORKSHOP IN APRIL 2019