



# The Systems Change Lab (SCL): Accelerating Transformational Change Needed to Safeguard the Global Commons for All

Review CEO Endorsement and Make a recommendation

## Basic project information

**GEF ID**

10923

**Countries**

Global

**Project Name**

The Systems Change Lab (SCL): Accelerating Transformational Change Needed to Safeguard the Global Commons for All

**Agencies**

CI

**Date received by PM**

2/14/2022

**Review completed by PM**

4/18/2022

**Program Manager**

Mohamed Bakarr

**Focal Area**

Multi Focal Area

**Project Type**

MSP

## CEO Approval Request

### Part I ? Project Information

**1. Focal area elements. Is the project aligned with the relevant GEF focal area elements as indicated in Table A and as defined by the GEF 7 Programming Directions?**

Secretariat comment at CEO Endorsement Request

02/24/2022

Yes.

The focal area elements for alignment have been identified. In addition, the MSP links directly to the Impact Programs in supporting systems transformation.

Cleared

Agency Response

**2. Project description summary. Is the project structure/design appropriate to achieve the expected outcomes and outputs as in Table B and described in the project document?**

Secretariat comment at CEO Endorsement Request

02/24/2022

Yes.

This is one-step MSP seeking to address a critical need for data standards and tools to monitor and track transformation in key systems. In partnership with leading data providers and technical experts, the Systems Change Lab (SCL) will develop a

centralized tracking platform where transformations across systems, as well as their drivers, are monitored on a regular basis, providing the first complete picture of progress towards necessary transitions side-by-side, informing policy and practice. The project framework is structured around three key pillars to create ownership and ensure long-term and sustainable application of the tool, including for GEF investments seeking to influence transformation through focal area investments. They include: creating the monitoring platform and baselines for key indicators, learning and sharing with decision-makers, and harnessing the knowledge to mobilizing action.

The following issues need to be addressed with regard to inconsistencies in Table B:

- a. Outcomes 1.2, 2.1, 3.1 -Indicators disaggregated by gender- May also be interesting to disaggregate this information by system to determine who or which system is making the most use of the data.
- b. Outcome 1.2 (in particular) and 2.1 (maybe to a lesser extent) - More than just speeches, is there a way to track how these decision makers may be using the information to change or influence the drivers within their control. Would have to work through how to go about identifying this, but it gives a better sense of impact.
- c. Targets 1.2.2 and 2.1.2 are significantly lower than the related Targets 1.2.1. and 2.1.1. Please clarify and consider increasing these targets.
- d. Outcome 3.1-Decision-makers are equipped with the SCL's data, analysis, and/or targeted support to sustain and promote systems change for those transformations that are heading in the right direction. Are these the same decision-makers as in the previous Objective? How is 'sustain' and 'promote' being defined and measured?

03/28/2022

Responses noted and cleared.

### Agency Response

CI GEF Agency 3/17/2022

We have made the following changes and clarifications to the one-step MSP:

- a. We agree that it would be interesting to disaggregate this information by system, but unfortunately, the SCL cannot do so for all indicators. For those that track direct engagement with the Lab (e.g., through webinars, trainings, and events), we can collect systems-disaggregated data by surveying decision-makers. However, for indicators that measure decision-makers' use of the data platform, downloads of the Lab's publications, or engagement on social media, we will use Google Analytics and Hootsuite Analytics, which cannot provide this level of detail. But throughout Table B and elsewhere in the one-step MSP,

we have updated the indicators for which disaggregation by systems is possible (Indicators 1.2.2, 1.1.4a, 1.1.4b, 2.1.2, and 3.1.2).

- b. It is challenging to attribute decision-makers' actions to the influence of a single initiative, including the SCL, and it can take time to persuade decision-makers to pull critical levers of change, particularly those that involve changing incentives, strengthening institutions, or shifting social norms. Through past projects, WRI has found that measuring uptake of our findings via their inclusion in decision-makers' speeches, social media postings, or opinion editorials can serve as a good, albeit imperfect, proxy for measuring the extent to which our research has informed these key stakeholders. Where possible in our reporting, we can also provide specific, anecdotal examples of how the Lab's work is informing high-level decision-makers, particularly for those with whom we have close relationships and can confidently attribute their actions to our work. This has been clarified in Part II. Project Justification section 1.a Project Description of the portal (i.e. paragraphs 117 and 123 of Section 3 of the uploaded project document). The proposed alternative scenario with a description of outcomes and components of the project.
  
- c. Targets 1.2.2 and 2.1.2 focus on reaching high-level decision-makers like Nigel Topping or Naoko Ishii (e.g., at the CEO or ministerial level), who can shape the actions of many peers and lower-level decision-makers across their spheres of influence. However, given the difficulty in collaborating with such well-respected and busy individuals, we originally set conservative targets. On reflection, we have updated both targets to five high-level decision-makers. We recognize that these are still relatively low compared to Targets 1.2.1 and 2.1.1, but these two both focus on influencing a much broader group of decision-makers who will directly download the SCL's assessment reports or publications. A higher target, then, can be attributed to Targets 1.2.1 and 2.1.1. Refer to Table B in Part II. Project Justification section 1.a Project Description of the portal (i.e in paragraphs 109 of Section 3 of the uploaded project document). The proposed alternative scenario with a description of outcomes and components of the project.

Some of the same decision-makers will be targeted across all three components of the project, to ensure the SCL are reaching decision-makers who can be powerful messengers and leaders on systems change. As clarified in Component 3 (paragraph 131), the type of decision-makers engaged for Component 3 would be dependent on findings from Components 1 and 2. The decision-makers for 3.1 and 3.2 will be a curated subset of the decision-makers identified in the previous Components. For 3.1, these decision-makers include those that are working on transformations that are already underway and making good progress. They will represent key players across each space (e.g., from leading organizations, private sector champions, etc.). Similarly, for 3.2., these decision-makers will include those that are working on the transformations at risk

and our selection of them will be informed by stakeholder mapping. We have updated the narrative on these outcomes to clarify this (paragraph 141). Definitions for sustaining and promoting systems change have been added to Table B and elsewhere throughout the report as a footnote. They will be measured by survey, as referenced in Indicator 3.1.2.

**GEF 1-Step MSP Development including the following activities were conducted: stakeholder mapping and engagement; the preparation of the 1-step project document and budget; and the Preparation of safeguards plans (ESIA/ESMP, GMP, SEP, etc.)**

**3. If this is a non-grant instrument, has a reflow calendar been presented in Annex D?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response

**4. Co-financing. Are the confirmed amounts, sources and types of co-financing adequately documented, with supporting evidence and a description on how the breakdown of co-financing was identified and meets the definition of investment mobilized, consistent with the requirements of the Co-Financing Policy and Guidelines?**

Secretariat comment at CEO Endorsement Request

02/24/2022

Yes.

The co-financing is drawn from key partners in the private sector and civil society, with more than half of the total US\$3.9 million coming as investment mobilized. The GEF grant to co-financing ratio is 1:2, which is appropriate for the proposed project approach.

03/28/2022

Please note that the Bezos Earth Fund letter does not specify what is in-kind and what is grant, as stated in Table C. To avoid confusion, please request a letter that reflects the breakdown between "grant" and "in-kind".

04/18/2022

Response noted and cleared.

Agency Response

CI-GEF 04/11/2022:

We added an updated co-financing letter from the Bezos Earth Fund to Annex M. This new letter clearly notes that \$1 million is a grant for WRI and \$1,000,267 of in-kind support to the Systems Change Lab.

**5. GEF resource availability. Is the proposed GEF financing in Table D (including the Agency fee) in line with GEF policies and guidelines? Are they within the resources available from (mark all that apply):**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**STAR allocation?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**Focal Area allocation?**

Secretariat comment at CEO Endorsement Request  
02/24/2022

Yes.

The MSP draws on resources from three focal areas: BD, CCM., and LD. The resources are available and confirmed.

Cleared

Agency Response  
**LDCF under the principle of equitable access?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**SCCF (Adaptation or Tech Transfer)?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**Focal Area Set Aside?**

Secretariat comment at CEO Endorsement Request  
02/24/2022

Yes.

Cleared

Agency Response  
**Impact Program Incentive?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**6. Project Preparation Grant. If PPG is requested in Table E.1, has its advanced programming and utilized been accounted for in Annex C of the document?**

Secretariat comment at CEO Endorsement Request  
02/24/2022

Yes.

PPG utilization described in Annex C but the description does not justify a request.

03/28/2022

PPG utilization is clarified and reimbursement justified.

Cleared

Agency Response  
CI GEF Agency 3/17/2022

GEF 1-Step MSP Development including the following activities were conducted: stakeholder mapping and engagement; Baseline assessment; Preparation off the 1-step project document and budget; and the Preparation of safeguards plans (ESIA/ESMP, GMP, SEP, AGM). Please refer to Annex B.

**7. Non-Grant Instrument. If this an NGI, are the expected reflows indicated in Annex D?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response

**8. Core Indicators. Are the targeted core indicators in Table E calculated using the methodology in the prescribed guidelines? (GEF/C.54/Infxxx)**

Secretariat comment at CEO Endorsement Request

02/24/2022

Yes.

The project identifies only Core Indicator 11 for contribution, and the guidelines have been appropriately followed in estimating the targets.

Cleared

Agency Response

**9. Project taxonomy. Is the project properly tagged with the appropriate keywords as in Table G?**

Secretariat comment at CEO Endorsement Request

02/24/2022

Yes.

Cleared

Agency Response

**Part II ? Project Justification**

**1. Project Description. Is there sufficient elaboration on how the global environmental/adaptation problems, including the root causes and barriers, are going to be addressed?**

Secretariat comment at CEO Endorsement Request

02/24/2022

The project description is detailed and consistent with GEF expectations. However, there are several aspects that need to be clarified and addressed:

1) Given that the systems considered include industry and manufacturing, it would seem prudent to highlight issues related to hazardous chemicals (eg POPs, mercury). Please clarify and consider reflecting this in the description.



2) Barriers: #3 ? it would be good to consider the other side of the financing argument related to misaligned/misdirected finance (e.g. perverse subsidies) from the Ministries that are more resourced, than the Ministries of Environment.

03/28/2022

Response is noted. For 1) above, the inclusion of language on the hazardous chemicals and pollution is noted in the portal submission, but the additional text referred to in Annex N is not clear. Please update and specify for the record.

04/18/2022

Response noted and cleared.

#### Agency Response

CI-GEF 04/11/2022:

We have updated Annex N to clarify. Under forests and land management, freshwater management, and ocean management, there is now a transformation that speaks to sharply reducing hazardous chemical pollution and litter.

CI GEF Agency 3/17/2022

1) The description of the environmental problems has been updated to highlight issues related to hazardous chemicals and pollution in Part II. Project Justification section 1.a Project Description of the portal (i.e in paragraph 8 of the uploaded project document). Annex N has also been updated to reflect a greater focus on these challenges.

2) On the barrier #3, we have added in text to reflect this in paragraph 22. We've also updated the language of the finance transformations in Annex N to make clear that the SCL will focus on reducing misaligned and misdirected finance.

**2. Project Description. Is there an elaboration on how the baseline scenario or any associated baseline projects were derived?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, the baseline is adequately described.

1. Even though there is no single indicator to monitor land degradation, the 3 indicators associated with Land Degradation Neutrality should be explored. For example, how will

the project make use of the voluntary LDN targets set by countries as well as periodic report published on Land degradation such as the Global Land Outlook?

2. How will the decision makers be identified? And what mechanisms will be used to engage them?

3. In terms of these specific systems targeted, it would be useful to clarify how they were selected. In particular, some narrative is needed to further clarify ?Industry? and ?Manufacturing? as systems.

03/28/2022

Responses are noted and cleared.

## Agency Response

CI GEF Agency 3/17/2022

1. We've updated paragraph 47 (under the Forests and Land Management sub-section) to better summarize the data landscape on land degradation. The Lab will draw on these existing resources to determine which datasets to feature on our data platform, and we will include an indicator that tracks the number of countries who had set voluntary LDN targets as an enabling factor of achieving LDN.
2. Decision-makers have been and will be identified in relation to the SCL's Theory of Change, focusing on those individuals that have the power to drive or support transformational change across each system. The decision-makers that the SCL has identified and will engage with are elaborated throughout the document and include: policymakers across all sectors and at all levels of decision-making; funders and investors channeling climate and nature-related finance through bilateral aid agencies, multilateral institutions, private philanthropies, and impact investing firms; leaders across the private sector; and those at the helm of international non-governmental organizations, civil society movements, and United Nations agencies. Decision-makers will be engaged around key events (such as COP), as well as through existing relationships that the SCL and its partners have (e.g., with the GCA, High-Level Climate Champions, FOLU, PACE, etc.). This is further elaborated in the Mobilize Action sub-section in Part II. Project Justification section 1.a Project Description of the portal (i.e in paragraphs 95 of the uploaded project

document) the Knowledge Management section (Section 8) and the Stakeholder Engagement Plan (Annex I).

As outlined in the sub-section Baseline Projects: The SCL's work to date (paragraph 86) and clarified in the Baseline Scenario section (paragraph 29), the specific systems targeted are based on the SCL's first publication in 2020, "Safeguarding our Global Commons A Systems Change Lab to Monitor, Learn from, and Advance Transformational Change." This preliminary report outlines the vision for the SCL's three pillars of work, provides a preliminary list of systems that the world must transform to limit global temperature rise to 1.5°C and protect nature, and identifies an initial list of critical transformations for each system (see Annex N). It draws on a wide range of peer-reviewed studies, as well as grey literature, and the systems identified align well with those that the IPCC and IPBES suggest must transform to address the climate and biodiversity crises. Relatedly, we have updated the text to clarify the difference between "Industry" and "Manufacturing" systems throughout the document. Manufacturing refers to more sustainable production and consumption (i.e., the circular economy as clarified in paragraph 39 under the Sustainable Production sub-section), while industry focuses primarily on the hard-to-abate industrial sectors (see paragraph 34 under the Industry sub-section).

**3. Project Description. Is there an elaboration on the proposed alternative scenario as described in PIF/PFD sound and adequate? Is there more clarity on the expected outcomes and components of the project and a description on the project is aiming to achieve them?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, the alternative scenario is adequately described. There are a few issues with the ToC and outcomes that need to be addressed:

a. Theory of Change:

- Figure 2 appears shows no connections between the three components to highlight potential interdependencies. Does that mean that components will be independently pursued?

- "Levers" for systems change and "drivers" for systems change, "enablers" of change seem to be used interchangeably. Are they being defined in the same way?

- It is not clear why the table on Drivers of Change does not come earlier in the sub-section on "What is Systems Change." This would help to frame the project approach.

- It is not clear if the driver on Institutions considers the importance of cross-sectoral policies and dialogues. Please clarify.

b. Output 1.1.4 - states that "The SCL has identified a smaller, more targeted group of decision-makers for the monitoring platform". Please clarify what is the "monitoring platform".

c. Outcome 1.2- Please ensure the write up under this Outcome consider all relevant multiple priorities including land degradation.

03/28/2022

Response are noted. on definition of terms, please note that the definition in footnote 8 does not reflect how the terms are used in the main text. Given their importance for the project, please clarify further in the main text under PART II, sub-section 1). Please note that Table 3 is showing up twice.

04/18/2022

Response noted and cleared.

#### Agency Response

CI-GEF Agency 04/11/2022:

We have added the text that appeared in footnote 8 to the main text in Part II, sub-section 1, per this suggestion.

CI GEF Agency 3/17/2022

The following changes/clarifications have been made:

- a. The Theory of Change has been updated to show connections between the components and interdependencies. The narrative in Section 3 has also been updated to reflect this (paragraph 100). These components will not be pursued independently i.e., Component 3 is informed by the findings from Component 1 and 2, but will also feed into, as well as help refine, data collection and research analysis for Components 1 and 2. Findings from Component 2 will also inform subsequent updates to the data platform (e.g., case studies could identify new drivers that were not previously on the data platform that could be added to it).

These terms "levers", "drivers" and "enablers" are used interchangeably, and the definition in footnote 8 has been updated to reflect this.

We have moved Table 3 to sub-section 'What is Systems Change?' and the text in paragraph 97 has been updated to reflect this.

In Table 3, we have made it clear that the driver on 'Strong Institutions' includes cross-sectoral policies and dialogue.

- b. The 'monitoring platform' refers to the SCL's data platform that is designed, launched, and operational under Outcome 1.1. For Output 1.1.4, we are referring to the data platform specifically, and so we have updated the text in paragraph 114 to reflect this.

The narrative for Outcome 1.2 has been updated to include land degradation as a relevant priority. Please see paragraph 116 under Outcome 1.2.

**4. Project Description. Is there an elaboration on how the project is aligned with focal area/impact program strategies?**

Secretariat comment at CEO Endorsement Request  
02/24/22

Yes. The alignment is adequately described.

Cleared

Agency Response

**5. Project Description. Is the incremental reasoning, contribution from the baseline, and co-financing clearly elaborated?**

Secretariat comment at CEO Endorsement Request  
02/24/22

No. The section does not clarify contributions from the co-financing that is leveraged by GEF resources. Given that this is key to long term sustainability of the SCL, please clarify how support from WRI and Bezos Earth Fund contributes to strengthen the GEF support through this MSP.

03/28/2022

Responses are noted and cleared.

Agency Response

CI GEF Agency 3/17/2022

The contributions from the co-financing have been clarified in this section. See Section 5 Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing (paragraph 154). Here we have described how the Bezos Earth Fund's co-financing, as well as co-financing support from WRI's anonymous donor, will be complementary to GEF financing and will focus on separate components of this two-year project. The addition of GEF financing could help strengthen the likelihood of further financing from the Bezos Earth Fund, specifically, upon successful completion of this project, which will be needed to maintain the data platform, expand our research on the drivers of transformational change across different systems, and support continued engagement with key decision-makers. The presence of GEF as a funder of the project will also help the Lab diversify the funding base of the project. Finally, the GEF funds, can be leveraged with the Bezos Earth Fund and WRI funding to bring in more co-financing support further down the line for the SCL.

**6. Project Description. Is there a better elaboration on the project's expected contribution to global environmental benefits or adaptation benefits?**

Secretariat comment at CEO Endorsement Request  
02/24/22

Yes, the description provided is adequate for the nature of this MSP.

Cleared

Agency Response

**7. Project Description. Is there a better elaboration to show that the project is innovative and sustainable including the potential for scaling up?**

Secretariat comment at CEO Endorsement Request  
02/24/22

Yes.

The SCL as a whole is a potentially groundbreaking platform for linking science-policy-practice in the transformation of key systems.

Cleared

Agency Response

**8. Project Map and Coordinates. Is there an accurate and confirmed geo-referenced information where the project intervention will take place?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response

**9. Child Project. If this is a child project, an adequate reflection of how it contributes to the overall program impact?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response

**10. Stakeholders. Does the project include detailed report on stakeholders engaged during the design phase? Is there an adequate stakeholder engagement plan or equivalent documentation for the implementation phase, with information on Stakeholders who will be engaged, the means of engagement, and dissemination of information?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, but some clarification is needed on the categories. Will the categories include representation of stakeholders from developing as well as developed countries, and special interest/vulnerable groups such as IPLCs?

03/28/2022

Response is noted and cleared.

Agency Response

CI GEF Agency 3/17/2022

We updated the Stakeholders section (paragraph 169) and the Stakeholder Engagement Plan (Annex I) to note that stakeholders from both developed and developing countries were consulted during the design phase of the SCL. We also added a sentence under the sub-section Stakeholder Engagement in the Implementation Phase (paragraph 171) to clarify that special attention will be paid to ensure representation of stakeholders from developed and developing countries in the implementation of the Lab's activities. Similarly, in Section 6 Institutional Arrangement and Coordination (paragraph 192) it indicates that we will seek representation from both groups on our Advisory Council, while in Section 7 Knowledge Management (paragraph 198) specifies that knowledge management activities will strive to benefit decision-makers across geographies.

Although special interest/vulnerable groups like IPLCs have not engaged directly in the project, as part of the Inclusion, Equity and the Just Transition cross-cutting transformation, they will be a beneficiary from this project. Section 10 Benefits (Paragraph 210) outlines this transformation in more detail, and how it aims to ensure that the costs and benefits of systems change are equitably distributed, that those historically marginalized from decision-making processes have a seat at the table across

all levels of policymaking (i.e., global, national, and local), and that efforts to safeguard the global commons also improve access to basic goods and services around the world.

The SCL will also work with a social inclusion and equity expert to ensure that just transition and equity considerations more broadly are mainstreamed across knowledge products and outputs from this project, in addition to this standalone transformation. This includes, but is not limited to, gender equity considerations as outlined in the Gender Mainstreaming Plan (Annex K).

Finally, depending on the transformations selected for Outcome 3.2, the SCL may strive to work directly with vulnerable groups, including IPLCs. However, we cannot make that decision until we identify which transformations to focus on and finish the stakeholder mapping exercise (Output 3.2.1).

**11. Gender equality and women's empowerment. Has the gender analysis been completed? Did the gender analysis identify any gender differences, gaps or opportunities linked to project/program objectives and activities? If so, does the project/program include gender-responsive activities, gender-sensitive indicators and expected results?**

Secretariat comment at CEO Endorsement Request

02/22/24

Yes, the gender analysis is included and relevant actions for the project fully integrated into the design.

Cleared

Agency Response

**12. Private sector engagement. If there is a private sector engagement, is there an elaboration of its role as a financier and/or as a stakeholder?**

Secretariat comment at CEO Endorsement Request

02/24/22

No. Given the critical importance of private sector in all of the systems targeted, it would seem prudent that this stakeholder will be a major focus as "stakeholder." Please provide a more detailed plan for how private sector will be mobilized and engaged, including explicit links to the project components.

03/28/2022

Response is noted and cleared.



Agency Response

CI GEF Agency 3/17/2022

The Private Sector Engagement section (Section 4) has been updated to provide a more detailed plan on future engagement and makes explicit links to the project components. For Component 3 we will develop more detailed engagement plans for the private sector once we have a better understanding of what transformations are accelerating, stalling, or heading in the wrong direction entirely. Once we know each transformation's status, we can better identify where to focus our efforts and where the private sector can play a critical role in accelerating systems change.

**13. Risk. Has the project elaborated on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved? Were there proposed measures that address these risks at the time of project implementation?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, relevant risks have been identified and measures included.

Cleared

Agency Response

**14. Coordination. Is the institutional arrangement for project implementation fully described? Is there an elaboration on possible coordination with relevant GEF-financed projects and other bilateral/multilateral initiatives in the project area?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes. the proposed institutional arrangement is clear and appropriate.

Cleared

Agency Response

**15. Consistency with national priorities. Has the project described the consistency of the project with identified national strategies and plans or reports and assessments under the relevant conventions?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, but please note that for UNCCD, it will be important to explore the usefulness of the Lab in assisting countries with tracking their LDN targets. Hence this needs to be noted.

03/28/2022

Response is noted and cleared.

Agency Response

CI GEF Agency 3/17/2022

We have updated Table 10 to clarify how the Lab can assist countries in implement, as well as tracking progress made toward, their LDN targets.

**16. Knowledge management. Is the proposed ?Knowledge Management Approach? for the project adequately elaborated with a timeline and a set of deliverables?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes. As a knowledge intensive project, the KM is adequately elaborated.

Cleared

Agency Response

**17. Monitoring and Evaluation. Does the project include a budgeted M&E Plan that monitors and measures results with indicators and targets?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, the M and E plan is adequate.

Cleared

Agency Response

**18. Benefits. Are the socioeconomic benefits at the national and local levels sufficiently described resulting from the project? Is there an elaboration on how these benefits translate in supporting the achievement of GEBs or adaptation benefits?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes, the description provided is adequate given the nature of this MSP.

Cleared

Agency Response

**19. Annexes:**

**Are all the required annexes attached and adequately responded to?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes

Cleared

Agency Response

**20. Environmental and Social Safeguard (ESS):**

**Are environmental and social risks, impacts and management measures adequately documented at this stage and consistent with requirements set out in SD/PL/03?**

Secretariat comment at CEO Endorsement Request

02/24/22

Yes

Cleared

Agency Response

**Project Results Framework**

Secretariat comment at CEO Endorsement Request

02/24/22

This is included although adjustments need to be made to address inconsistencies highlighted in Table B.

03/28/2022

Noted and cleared.

### Agency Response

CI GEF Agency 3/17/2022

We have carried over adjustments made to Table B to the Results Framework.

### GEF Secretariat comments

#### Secretariat comment at CEO Endorsement Request

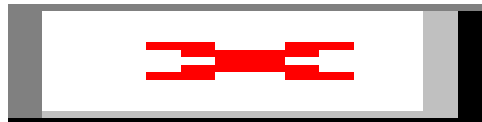
04/20/2022

PPO comments to be addressed:

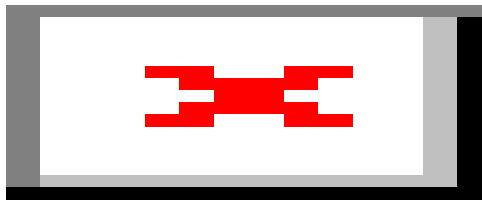
1. Expected Implementation Start date has already past ? please amend to include a more realistic date



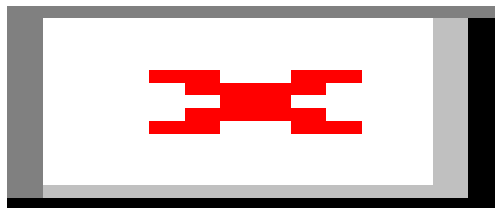
2. M&E budget: audit should not be included under M&E budget but under PMC instead. Please also include a total row for the M&E budget table which should match with table B and the project budget table in annex E:



3. Status of PPG utilization: as requested in the template, please provide details on expenditure categories for this PPG report.






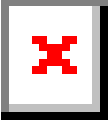
4. Project Lead and Director are being charged to project components and PMC. Per Guidelines, the costs associated with the project's execution have to be covered by the GEF portion and the co-financing portion allocated to PMC. Requesting the costs associated with the execution of the project to be covered by the PMC is reasonable ? by so doing, asking the proponents to utilize both portions allocated to PMC (GEF portion and co-financing portion) is also reasonable. As the co-financing portion to PMC is 387 K, and considering that the grants portion of co-financing is 2.5 million (64% of the total co-financing) , there is room to cover the costs of the Project Lead and Director from co-financing.



Agency Response  
**Responses to questions from PPO**

CI GEF 05/04/2022

1	<p>Expected Implementation Start date has already past ? please amend to include a more realistic date</p> 	<p>Expected Implementation start amended to June 2022.</p>
2	<p>M&amp;E budget: audit should not be included under M&amp;E budget but under PMC instead. Please also include a total row for the M&amp;E budget table which should match with table B and the project budget table in annex E:</p> 	<p>This has been addressed and the M&amp;E and PMC tables are now divided and audit is added to PMC, along with other project management related costs. The M&amp;E table now matches table B.</p>
3	<p>Status of PPG utilization: as requested in the template, please provide details on expenditure categories for this PPG report. i.e. provide a breakdown by activities.</p> 	<p>There was no travel or personnel charges or workshops. The only cost for this MSP was to hire an international consultant to deliver the one-MSP, along with the safeguard plans. The line for consultancies has been updated.</p>

4	<p>Project Lead and Director are being charged to project components and PMC. Per Guidelines, the costs associated with the project's execution have to be covered by the GEF portion and the co-financing portion allocated to PMC. Requesting the costs associated with the execution of the project to be covered by the PMC is reasonable ? by so doing, asking the proponents to utilize both portions allocated to PMC (GEF portion and co-financing portion) is also reasonable. As the co-financing portion to PMC is 387 K, and considering that the grants portion of co-financing is 2.5 million (64% of the total co-financing) , there is room to cover the costs of the Project Lead and Director from co-financing.</p> 	<p>Thank you. We have made changes to the budget to account for the comment. Given that this project is highly technical, the System Change Lab's lead is a widely recognized subject-matter expert on systems change, and her efforts will focus on technical inputs. Accordingly, her role has been modified from "Project Lead" to "Technical Lead" to more accurately reflect her technical contributions to the project. Similarly, WRI Directors will make substantial technical contributions to this project, and so their time allocated to the three components has been retained. Finally, the function of project management has been reallocated to the "Finance and Project Management Lead." Grant Co-financing has also been provided to cover part of the technical positions, as well as \$206,620 for project management.</p>
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**Council comments**

Secretariat comment at CEO Endorsement Request N/a

Agency Response

**STAP comments**

Secretariat comment at CEO Endorsement Request

Agency Response

**Convention Secretariat comments**

Secretariat comment at CEO Endorsement Request

Agency Response

**Other Agencies comments**

Secretariat comment at CEO Endorsement Request

Agency Response  
CSOs comments

Secretariat comment at CEO Endorsement Request

Agency Response  
Status of PPG utilization

Secretariat comment at CEO Endorsement Request

Agency Response  
Project maps and coordinates

Secretariat comment at CEO Endorsement Request

Agency Response  
Part III ? Country and Agency Endorsements

**1. Country endorsements. Has the project/program been endorsed by the country's GEF Operational Focal Point and has the name and position been checked against the GEF data base?**

Secretariat comment at CEO Endorsement Request N/a

Agency Response  
**Does the termsheet in Annex F provide finalized financial terms and conditions? Does the termsheet and financial structure address concerns raised at PIF stage and that were pending to be resolved ahead of CEO endorsement? (For NGI Only)**

Secretariat comment at CEO Endorsement Request

N/a

Agency Response

**Do the Reflow Table Annex G and the Trustee Excel Sheet for reflows provide accurate reflow expectations of the project submitted? Assumptions for Reflows can be submitted to explain expected reflows. (For NGI Only)**



Secretariat comment at CEO Endorsement Request N/a

Agency Response

**Did the agency Annex H provided with information to assess the Agency Capacity to generate and manage reflows? (For NGI Only)**

Secretariat Comment at CEO Endorsement Request N/a

Agency Response

**GEFSEC DECISION**

**1. RECOMMENDATION.**

**Is CEO endorsement/approval recommended?**

Secretariat comment at CEO Endorsement Request

02/25/22

No. Please address all comments and concerns expressed.

03/28/2022

Not yet. Please clarify remaining issues as noted above for 1 and 3 under PART 2; and address issue with co-financing letter from the Bezos Earth Fund.

04/18/2022

All substantive issues have been addressed. The MSP is now technically cleared.

05/16/2022

PPO comments have been addressed by Agency.

**Review Dates**

	<b>1SMSP CEO Approval</b>	<b>Response to Secretariat comments</b>
<b>First Review</b>	<b>2/25/2022</b>	
<b>Additional Review (as necessary)</b>	<b>3/29/2022</b>	

	1SMSP CEO Approval	Response to Secretariat comments
<b>Additional Review (as necessary)</b>	4/18/2022	
<b>Additional Review (as necessary)</b>	5/16/2022	
<b>Additional Review (as necessary)</b>		

#### CEO Recommendation

#### Brief reasoning for CEO Recommendations

The MSP is designed to support further development of Systems Change Lab (SCL), established in 2020 as a joint effort between WRI, the High-Level Climate Champions, and Bezos Earth Fund, with WRI hosting and facilitating the Lab's work. In partnership with leading data providers and technical experts, the SCL aims to develop a centralized tracking platform where transformations across systems are monitored on a regular basis, providing the first complete picture of progress towards necessary transitions side-by-side, informing policy and practice.

The SCL already benefits significantly from thought leadership and guidance from the GEF, the University of Tokyo's Center for Global Commons, and the World Economic Forum. It is also currently exploring partnerships with leading technical experts and data providers, such as IEA, IRENA, UNEP-WCMC, and Climate Action Tracker (CAT). The MSP will harness these opportunities through the following three components: 1) monitoring the transformational change across key systems, 2) developing knowledge products for learning and sharing about the ingredients for change, and 3) mobilizing action for systems change.

As a virtual and dynamic situation room, the SCL will monitor systems change globally, taking stock of where shifts are accelerating (or stalling), and analysing what's working, what isn't, and why. It will partner with visionary leaders and diverse coalitions, arming them with the evidence needed to mobilize more effective action and cross positive tipping points. The platform will also track changes in the underlying drivers of systems changes – those forces that have historically enabled transformational change, including innovations in technologies, practices, and approaches, supportive policies, strong institutions, shifts in social norms, and leadership from critical change agents.

The GEF grant of US\$ 2 million attracted an additional US\$3.9 million in co-financing, including US\$1.5 million from WRI and US\$1 million from Bezos Earth Fund. The project approach will deliver outcomes that are relevant to the entire GEF partnership, including recipient countries and implementing agencies. As the GEF looks to strengthen its support for advancing systems transformation, the SCL will be an

invaluable platform to harness, data, analytical tools, and technical expertise. For example, the SCL will could help with establishing new coalitions for select areas related to GEF priorities, including transitioning to a sustainable food and land use future and/or sustainable urban future.