



**Eberswalde University  
for Sustainable  
Development**



**Centre for Economics and  
Ecosystem Management**

# Strategy assessment

## Module: Strategies for change and transformation

Study program  
**Global Change Management (M.Sc.) – 2<sup>nd</sup> Term**

***Luzmila Rosales Richard***  
Eberswalde March, 26 2025

# Road map

## When?

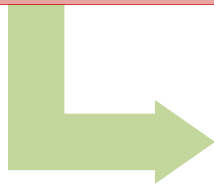
**Goals**

- Discussing SDGs, Inner Development Goals, Flourishing Goals or Regenerative Development. Based on inputs and self-research



**Mapping strategies**

- Identifying existing and complementary strategies Based on inputs and self-research



**Strategy assessment**

- Strategies preselection Based on the MARISCO rating criteria



**Results webs**

- Developing a Theory of Change (ToC) of selected strategies

Throughout the module

- March 19 & March 21 (draft)
- From April 7 to April 9 (final)

- From March 21 to April 4

- From March 26 to April 7

- From April 4 to April 9

# Why are strategies assessed and prioritized?

- Sometimes, strategies are carried out without any follow-up assessment.
- An assessment helps
  - to adjust the strategy design before, during or after implementation
  - to compare and prioritize a portfolio of strategies
  - to promote reflection, which can decrease or avert potential negative effects of a strategy.



[https://media.istockphoto.com/photos/scales-on-white-background-isolated-3d-image-picture-id513806440?k=6&m=513806440&s=612x612&w=0&h=UOXwPuJa0051whr\\_IxYSJmBdPAuCe5agfSJOIEvPPQ=](https://media.istockphoto.com/photos/scales-on-white-background-isolated-3d-image-picture-id513806440?k=6&m=513806440&s=612x612&w=0&h=UOXwPuJa0051whr_IxYSJmBdPAuCe5agfSJOIEvPPQ=)



# Why are strategies assessed and prioritized?

There is a distinction between:



## Existing strategies

Strategies that

- are already in place
- have been adopted and are in the process of planning



## Complementary strategies

Strategies that would be needed to

- fill strategic gaps
- complement existing strategies
- replace dysfunctional existing strategies



# How are strategies assessed and prioritized?

## Feasibility

It describes the degree to which a strategy **is likely to be implemented under the prevailing conditions** in the planning area. It refers to the available resources, but also to risks, constraints and conflicts.

## Potential impact (effect)

The impact of a strategy is measured by its **effects and changes within and outside** the designated planning area and which **directly or indirectly** generate consequences for the target systems.



# How are strategies assessed and prioritized?

## Feasibility

F1 Degree of acceptance by the relevant stakeholders

F2 Supportive legal framework

F3 Resources needed

F4 Plausibility of ownership

F5 Likelihood of benefiting from external factors, especially opportunities

F6 Likelihood of damaging risks to the implementation of the strategy

F7 Adaptability to change

## Potential impact (effect)

I1 Emergence of social, political and institutional conflicts

I2 Emergence of negative impact on ecosystems and/or social systems

I3 Synergy effects with other strategies

I4 Conflicts with other strategies

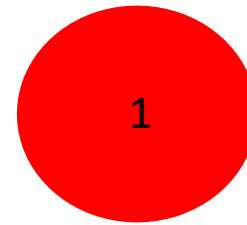
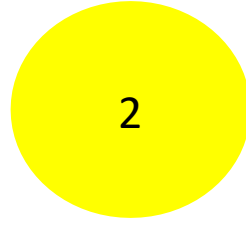
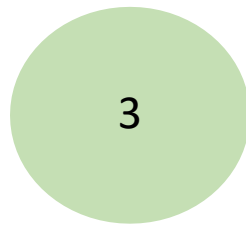
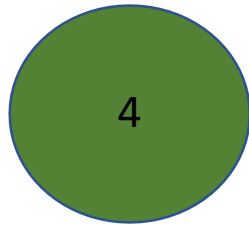
I5 Effectiveness in reducing stress drivers

I6 Direct increase in the functionality of the target system(s)

I7 Degree of possible regret

# How are strategies assessed and prioritized?

The rating is done following a score from 1 to 4:



For every criterion, you will find a description of the numbers.

Read them carefully before choosing one.



Find the rating criteria here: <https://lms.hnee.de/mod/resource/view.php?id=94299>

# How are strategies assessed and prioritized?

## Criteria

Take notes!

Strategies



## Remember!

- Just because a strategy scores low on the ranking, does not mean it is not a worthwhile strategy  
→ Some crucial strategies would rank quite low
- Consider how low-ranking strategies can be altered/ implemented together with complementary strategies to improve their ranking score.





# To summarize your results you can use this Excel table

Excel template for strategy rating based on MARISCO

	FEASIBILITY CRITERIA							POTENTIAL IMPACT CRITERIA							Total rating score
	Degree of acceptance by the relevant stakeholders	Supportive legal framework	Resources needed	Plausibility of ownership	Likehood of benefiting from external factors, especially from other strategies	Costs of the strategy	Adaptability to change	Emergence of social, political and institutional conflicts	Emergence of negative side-effects	Synergy effects with other strategies	Conflicts with other strategies	Effectiveness in reducing stress drivers	Direct increase of functionality on the target systems	Degree of possible regret	
<Strategy title> Example	4	2	3	3	1	2	2	3	2	3	3	3	4	1	36
															0
															0
															0
															0
															0
															0
															0
															0

Find the template here: <https://lms.hnee.de/mod/resource/view.php?id=94300>

# Group Work Instructions II: Strategy assessment



Find Instructions 2 here:

<https://lms.hnee.de/mod/resource/view.php?id=100936>

## I. Learning goals

- To understand and practice the criteria of the feasibility & potential impact assessment from the MARISCO method.
- To train personal skills, such as critical thinking and collaboration.
- To practice argumentation for the technical discussion.

## II. Definitions

**Feasibility:** “It describes the degree to which a strategy is likely to be implemented under the prevailing conditions in the planning area. It refers to the available resources, but also to risks, constraints and conflicts” (Schick et al, 2022).

**Impact:** “The impact of a strategy is measured by its effects and changes within and outside the designated planning area and which directly or indirectly generate consequences for the target systems” (Schick et al, 2022).

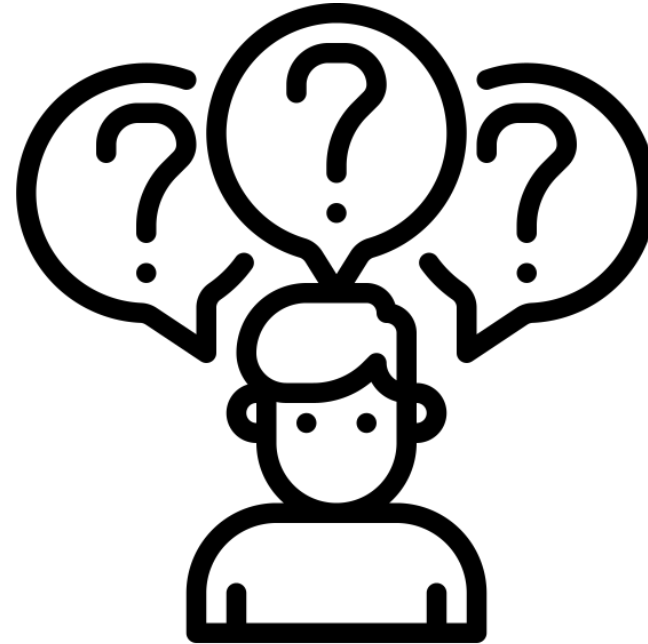
## III. Instructions

1. Pick a strategy and assess it using the MARISCO rating criteria (see the criteria description).
2. Record your results, including all arguments you discussed for each criterion. You can use the Excel template table or any other document.
3. Discuss in the group if it is convenient to adjust the criteria. Merge some criteria or drop a criterion if you need it
4. Clarify questions regarding the rating criteria. In case something isn't clear, contact Martin, Michael, or Luzmila.
5. In the following days, repeat the assessment with other strategies. You can do it individually, but using the same agreed-upon criteria in your group. Then discuss the results and record final decisions on the summary table.
6. Before April 7, discuss in your group the results of all the assessments and select together the 3-4 most effective strategies. Remember, it's not only about the number of the final score.

*Could someone mention some of the criteria to assess strategies?*



**Any questions?...**



Question by KonKapp from NounProject.com

[luzmila.rosales@hnee.de](mailto:luzmila.rosales@hnee.de)



**Eberswalde University  
for Sustainable  
Development**

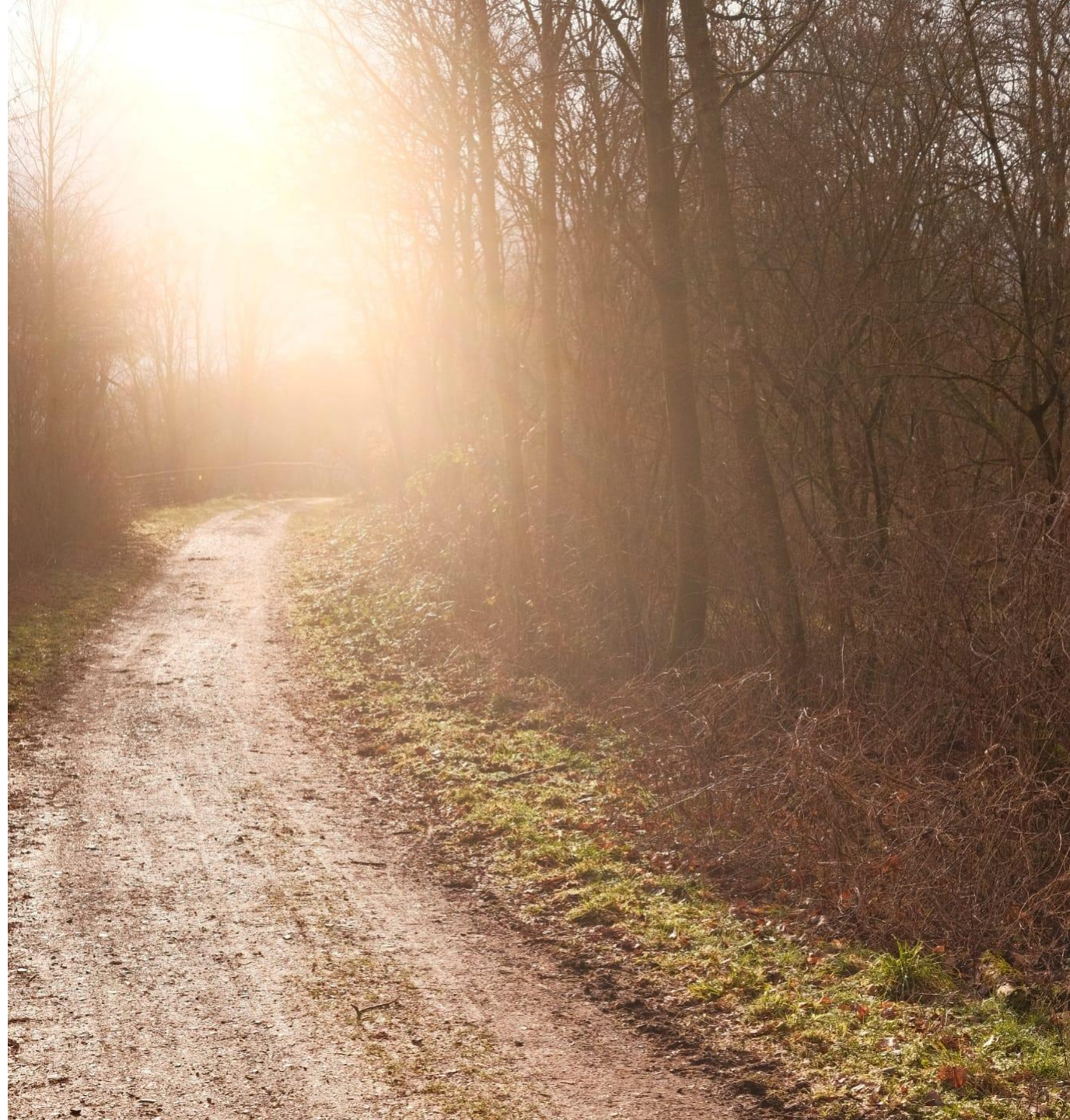


**Centre for Economics and  
Ecosystem Management**

# Enjoy assessing your strategies!

[Luzmila.rosales@hnee.de](mailto:Luzmila.rosales@hnee.de)

Strategies for change and transformation  
Luzmila Rosales Richard



# References

Schick, A., Krause, A. & Ibisch, P. L. (2022) MARISCO: Adaptive management of vulnerabilities and risks at conservation sites. Methodology guide. Centre for Economics and Ecosystem Management, Eberswalde University of Applied Sciences, Eberswalde