
**Terminal Evaluation of the UN Environment Project:
Global Platform for Action on Sustainable Consumption and Production
(SCP): Supporting the Implementation of the 10 Year Framework of
Programmes on SCP (10YFP)**



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March 2017

Evaluation Office of UN Environment



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Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP)
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ABOUT THE EVALUATION¹

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Brief Description: Sustainable consumption and production (SCP) is one of the overarching objectives of sustainable development, and aligned to the key development agendas, not least the Sustainable Development Goals (SDGs). The Project was to support the development and implementation of the 10YFP. The Outcome of the project was stated as: *A Global Platform for Action on SCP is established, supporting and facilitating the implementation, mainstreaming and scaling-up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.* The evaluation was conducted between September 2016 and March 2017 by two independent external evaluators and managed by the Evaluation Office of UN Environment.

Key words: Sustainable Consumption, Sustainable Production, 10 Year Framework Programme, Green Economy

¹ This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website

List of Abbreviations

10YFP	10-year Framework of Programmes
BSP	Bali Strategic Plan
CSD	Commission on Sustainable Development
DTIE	UNEP's Economy Division
EA	Expected Accomplishments (desired outcomes of Sub programmes)
EC	European Commission
ECOSOC	Economic and Social Council
ENRTP	Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy
EOU	Evaluation Office of UNEP
FAO	Food and Agriculture Organization
GE	Gender Equality
GPGC	European Commission Global Public Goods and Challenges Programme
HLPF	High Level Political Forum
HRBA	Human right based approach
IACG	Inter-Agency Coordination Group
ILO	International Labour Organization
ITC	International Trade Centre
JPOI	Johannesburg Plan of Implementation
Logframe	Logical Framework
MAC	Multi-stakeholder Advisory Committee
M&E	Monitoring and evaluation
MTE/MTR	Mid-term evaluation/review
MTS	UNEP's Medium Term Strategy
PIMS	Programme Information Management System
PMU	Project Management Unit
PoW	Programme of Work
PRC	Programme Review Committee
Prodoc	Project document
RECP	Resource Efficient and Cleaner Production

ROtI	Review of Outcomes to Impact
SCA	Strategic Cooperation Agreements
SCP	Sustainable Consumption and Production
SP	UNEP's Sub-programmes (thematic priorities)
SSA	Special Service Agreement
TF	Trust Fund
TOC	Theory of Change
TOR	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNECLAC	UN Economic Commission for Latin America and the Caribbean
UNEP	United Nations Environment (UNEP)
UNESCAP	UN Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	UN Economic and Social Commission for Western Africa
UNGA	United Nations General Assembly
UN Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNU	United Nations University
UNWFP	United Nations World Food Programme
UNWTO	United Nations World Tourism Organization

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Table 1. Project Identification Table

UNEP PIMS ID:	Umbrella project: 613.1, subproject ECL 2J16	IMIS number:	2J16
Sub-programme:	Resource Efficiency and Sustainable Consumption and Production	Expected Accomplishment(s):	#b Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream SCP objectives in their development planning and implementation and adopt policies and tools for resource efficiency #d Demand-side decisions and consumption choices favor more resource efficient and environmentally friendly products, driven by standardized and internationally recognized tools and communications and by an enabling social infrastructure
UNEP approval date:	August 2012	PoW Output(s):	622 and 642 (2010-2011)
Expected Start Date:	August 2012	Actual start date:	January 2013
Planned completion date:	June 2015	Actual completion date:	September 2016
Planned project budget at approval:	2.2 million euros ² , 2.966.578 USD	Total expenditures reported as of end of 2015(source:PIMS)	1,707,468.03 USD
Planned Environment Fund (EF) allocation:	519,812 USD	Actual EF expenditures reported as of [date]:	449,219.85 (2015 Financial report to the EC)
Planned Extra- budgetary financing (XBF):	2.2 million euros	Actual XBF expenditures reported as of March 2017(source: PIMS)	1,707,468.03 USD
XBF secured:	2.2 million euros	Leveraged financing:	
First Disbursement:	Not available	Date of financial closure:	N.A
No. of revisions:	3	Date of last revision:	March 2016
Date of last Steering Committee meeting:	N/A		
Mid-term review/ evaluation (planned date):	N/A	Terminal evaluation (actual date):	October 2016 – March 2017

² 900,000 Euros at 0.75 UN rate, 500,000 Euros at 0.754 UN rate and 800,000 Euros at 0.725 UN rate, according to the October 2015 revision document

Executive Summary

Background and introduction

The project *Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP)*, has its origin in the United Nations Conference on Sustainable Development (Rio+20). UNEP was mandated to serve as the Secretariat of the 10YFP and to establish and administer a Trust Fund (TF) to support SCP implementation in developing countries. The Project, with a budget of EURO 2.2 million, was funded by the European Commission (EC) with UNEP providing in kind support. It was implemented between August 2012 and September 2016.

The terminal evaluation was conducted in order to assess project performance, in terms of relevance, efficiency and effectiveness and determine outcomes and impact stemming from the project and their likelihood of sustainability. As such, the evaluation has two primary purposes; 1) to provide evidence of results to meet accountability requirements; and 2) to promote operational efficiency, learning and knowledge-sharing among UN Environment and project partners. The second aspect was particularly important since a second phase project started in October 2016. The evaluation was conducted between September and December 2016 by two external, independent evaluators; Ms. Margareta de Goys (Team leader) and Ms. Suman Lederer.

Evaluation findings

Design and management

The project document was well drafted and roles of project partners were well defined. The Logical Framework had some weaknesses in terms of its overall logic, the way outcome level results were formulated and the fact that indicators did not always match the results. In spite of its size the Project, falling under an umbrella project, had not been reviewed by the Project Review Committee. Other identified issues were that the boundaries of 10YFP had not been clearly defined and that a baseline (status of SCP mainstreaming) against which progress could be assessed was missing at the start of Project.

Regular progress reports have been issued but a terminal report was not available at the time of the evaluation. This meant that an opportunity to take stock on progress in SCP mainstreaming and to develop a baseline, for the next phase project, was lost. The Project was not directly reported on in UN Environment's online reporting system (PIMS) where the project was only represented as a budget line of the umbrella project. Generally, it was difficult to get an overview of overall funding of the umbrella project and how different sub-projects contributed to overall outcomes. The umbrella project was severely underfunded and resources of the 10YFP Secretariat, including Project staff have been stretched.

Relevance

The project was found to be highly relevant and that the relevance had been increasing during its lifetime with the adoption of the Sustainable Development Goals (SDGs), including a specific goal on ensuring SCP patterns (SDG 12), the Paris Agreement and the New Urban Agenda. The fact that the Project had about 450 institutional partners is another proof of its relevance. The 6 10YFP Programmes that were established were all found to be relevant but it was also noticed that these were not explicitly focused on reducing CO2 emissions in industry, agriculture and transport. Another issue, not directly addressed by the Programmes, was waste management. Some partners would have liked to see a closer link to the climate change agenda, and this was the objective of dedicated workshop organized in September 2016 to foster the mainstreaming of energy efficiency activities in all six programmes.

The project is well aligned to both UN (RIO +20 and SDGs), UN Environment (Medium Term Strategies) and EC (ENRTP &SCA). Moreover the evaluation team finds close alignment with the Bali Strategic Plan. Thus, Project objectives and the 10YFP objectives were aligned to global, regional and national environmental and strategic needs and priorities and they were in line with EC and UN Environment strategic priorities and it was relevant to support the implementation of the 10YFP through the provision of Secretariat functions and services. The relevance of the Project is high for all major stakeholder groups but a number of stakeholders would have liked to see more coverage of the production side.

Effectiveness

The Project had the potential to contribute to impact in terms of improved resource efficiency and sustainable lifestyles, with positive effects on the environment. As to the he Project Outcome: **A Global Platform of Action is in the process of being established, facilitating implementation, mainstreaming and scaling up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.** The project was working through 5 components with the following objectives:

1. **Supporting the implementation** of regional SCP strategies;
2. **Facilitating the mainstreaming of SCP** into decision making, especially in national development and economic plans;
3. **Coordinating and guiding the development and launch of the five initial 10YFP Programmes**, scaling up and replicating best practices on SCP at all levels, notably the Marrakech Process Task Forces, as well as supporting existing or new SCP partnerships and SCP initiatives; and support agreement and development of one new programme under the 10YFP;
4. Carrying **out communications and outreach activities** by maintaining a global multi-stakeholder platform for information and knowledge sharing, enhancing cooperation on SCP, as well as by implementing a communication strategy with effective information tools (website, newsletter, brochures, etc.).
5. **Supporting the functions of the 10YFP Secretariat and Trust Fund:** board meetings, coordination with UN Agencies, work with national (governments) and Stakeholders Focal Points and organisation of international and regional meetings.

In relation to the different component outputs the key findings were:

- Component 1 – Regional meetings have been organized and regional SCP strategies drafted but it was not possible to assess progress in terms of implementation of regional SCP strategies (with the exception of the Asia- Pacific Roadmap for SCP implementation 2014-15) due to the absence of baselines and the fact that regional bodies in charge of monitoring the implementation of these strategies had not reported back to the Secretariat.
- Component 2 –It was not possible to assess to what extent there is SCP mainstreaming in more national development plans as there was no baseline or status report after Marrakech Process. Moreover the project had mainly worked at the global and regional levels³.
- Component 3 – 6 Programmes were developed and launched, the last one in 2014, but are not yet supporting implementation and mainstreaming of SCP. 450 institutional partners are on board but it has been challenging to involve the private sector. 10 pilot projects are under implementation and one large project has been financed.
- Component 4 – The upgraded SCP clearinghouse was launched on December 1 2016 but the SCP Clearing House had not been fully operational during the lifetime of the project.
- Component 5 –Was found to be more of a mean than output/outcome but there is an efficient Secretariat, which has been producing many outputs and not the least some reports of high quality. There has been a good level of cooperation with the SWITCH Asia programme but cooperation with National Focal Points, UN Environment programmes and UN agencies working in similar areas has been sub-optimal. The Trust Fund was operational but had not been endowed to the level expected.

Efficiency

UN Environment was well positioned to implement the project and to house the 10YFP Secretariat and have put its high level technical expertise and management capacities at the disposal of the project. There was good collaboration with the SWITCH Asia programme. However, the potential synergies with other UN Environment programmes were not always tapped and the causal relationships between UN Environment programmes have not always been clear. The fact that both the consumption and production aspects of sustainability are addressed allowed for a holistic approach.

The project was found to have done a lot with relatively little resources. However, many outputs were still in the process of being finalized. A network of National Focal Points was formed and has the potential to be an efficient implementation modality but the network has not been capacitated nor used to any significant degree. Stakeholder focal points have also been nominated but have not been active partners of the Project.

There are some positive developments in working with ILO, HABITAT, ITC and UNWTO, at the Programme level and these agencies are active and assuming lead roles in the Multi Stakeholder Advisory Committees (MACs). The presence of UNDP and UNIDO is weak. MACs

³ At the national level EC funds could have been used for interministerial dialogues and capacity building but not for pilot projects.

have been established for all the Programmes and have brought on board relevant partners from the UN and the public and civil sectors. However, progress in launching concrete initiatives has been slow and there is a need for more delegated management at the level of the MACs.

The 10YFP is a follow up to the Marrakech Process (MP) and the objectives and working modalities are similar. It is not known, however, how outputs of the MP had been used or whether the Project has been building on (scaling up and replicating) achievements of the MP.

The Project produced a well drafted report on Gender and SCP but, generally, opportunities to mainstream gender and Human Rights Based Approaches have been missing and it was not certain to what extent women's voices have been heard.

The Project has a relatively complex governance structure for a small project and processes, for the screening and approval of projects to be funded by the Trust Fund have been cumbersome. Lack of funding has hindered the approval and implementation of Flagship projects and only a limited number of projects have been financed as the Trust Fund was not endowed to the level expected. Follow-up of meetings, including of the UN Interagency Coordination Committee has been a weak area.

Outputs of the project and of the MP need to be used more strategically in order to achieve 10YFP objectives. The Platform of action is, as an example, not an end but a mean to implement 10YFP and SCP mainstreaming, in terms of integrating sustainable consumption and production into development programmes, policies and strategies and scaling up SCP at international, regional and national levels, needs to be at the heart of project implementation.

Sustainability

One of the strengths of the Project is its catalytic role and replication potential that are expected to be tapped in the next phase, especially if there will be funding of pilot and flagship projects and Programmes will finalize and disseminate the guidelines and other tools for SCP mainstreaming that are in the process of being developed. Presently, it is too early to assess sustainability and replication of initiatives launched by the Project. The MACs have just started and tools are not yet fully developed and tested and pilot projects have not been implemented and evaluated. It is likely, however, that the Programmes/MACs and the Clearinghouse will offer opportunities for experience exchange, dissemination and learning.

The *socio-political sustainability* is assessed as strong, with SDG 12 as a strong driver, the formulation of which owes a considerable amount to the three technical reports that the 10YFP Secretariat produced on "SCP targets and indicators for the SDGs". Gender and HRBA aspects need further attention. As the EC has agreed to finance a second phase project the *financial sustainability* of the project is presently good. The *10YFP Institutional Framework* is established but might be affected by the procedures and delivery platforms that will govern the Sustainable Development Goals (as a funding and implementation framework). The internal UN Environment accountability framework for the project needs to be strengthened (integration in PIMS).

Conclusions

The Project has contributed to the achievement of 10YFP objectives in that SCP related information has been collected and shared. SCP implementation has been supported but is not yet mainstreamed. Technical assistance is still needed to develop capacities for SCP mainstreaming at national levels. The endowment of the Trust Fund (TF) has been below expectation, which has had negative effects on the funding and implementation of TF projects. So far the Project has focused on developing processes and Programmes and there is not yet an accelerated shift towards SCP and more efforts are needed to contribute to resource efficiency on a global level and to decouple economic growth from environmental degradation.

The relevance of SCP is on the increase with the adoption of the SDGs, and 10YFP/SCP is high on the development agenda. However, in order to achieve concrete results on changing consumption and production patterns and mainstream SCP, the follow-up project will need to work more strategically in order to achieve outcome level objectives and focus on implementing the 10YFP, including achieving the SCP mainstreaming objective.

On a positive note, the Project was able to support the coordination and launch of six 10YFP Programmes. A redesigned SCP clearinghouse was launched in December 2016 and although this took place after the completion of the project, the output is attributed to the project. Partnerships and synergies have developed with relevant projects and institutions and not the least through the six Programmes but there is potential for deeper collaboration with UN Environment and UN programmes working in similar areas.

A lot of time and effort were spent on processes and putting the 10YFP infrastructure in place and the progress on actually mainstreaming SCP and to change consumption and production patterns has been slow. In particular there is a need to develop SCP policies and strategies on the national level. The regional strategies and road maps will be important inputs into this process but will not be enough and there is a need to strengthen national capacities for SCP promotion and mainstreaming.

Lessons learned

The following lessons learned have been identified:

- The Chile experience clearly demonstrates that progress on SCP mainstreaming can happen within existing programmes and budgets if there is political will and adequate inter-ministerial SCP policies, strategies and action plans in place.
- Partners, including the UN and private sector need incentives to actively join a Framework such as the 10YFP. Funding can be such an incentive but partners are also willing to invest their time and join forces when the output is not only relevant at the Programme level but also for the participating institution/organization. For example, sustainable procurement guidelines can become a valid public good but can also be of direct utility to the work of the participating institutions and thus worth investing in.
- In order to promote buy-in and ownership of frameworks such as the 10YFP it is important to highlight that implementing the framework (mainstreaming SCP) at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development or the achievement of Goal 12 and other inter-linked SDG targets.

- A link to climate change will be important to mobilize additional resources and promote SCP implementation at global and national levels.

Key recommendations

Key recommendations of the evaluation are presented below;

- The scope of 10YFP needs to be defined.
- The 10YFP Secretariat should work more strategically and focus on achieving results in terms of SCP mainstreaming and changing consumption and production patterns.
- More attention should be given to the production side of SCP and to get the private sector as well as UN agencies, network and programmes working in this area on board.
- More efforts need to go into the development of baselines in order to assess performance. Moreover, there is a need to collect and disseminate information on what works and what doesn't in promoting SCP and to identify benchmarks and best practices (including from the MP).
- The follow up project should devote more attention to mainstreaming at the national level and to build capacities of National Focal Points to promote and mainstream SCP. This should be based on proper capacity needs assessments.
- More authority needs to be delegated to the MACs and the Secretariat should move into a more facilitating role.
- UN Environment should develop a holistic results framework showing the relations between green economy, climate change, resource efficiency and SCP and how these relate and which overall objectives they contribute to, including at the level of SDGs.

I. Introduction

1. The project *Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP)*, in the following referred to as the Project, has its origin in the Johannesburg Plan of Implementation (JPOI), recognizing that Sustainable Consumption and Production is an essential requirement and one of the overarching objectives of sustainable development. In July 2012, the United Nations Conference on Sustainable Development (Rio+20) adopted the 10YFP in order to provide a platform for international cooperation and action and to strengthen cooperation among existing and new initiatives. At Rio+20, Heads of States mandated UNEP to serve as the Secretariat of the 10YFP and to establish and administer a Trust Fund (TF) to support SCP implementation in developing countries and economies in transition.
2. The Project is funded by the European Commission (EC) under the Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP). The aim of the Project is to support the implementation of 10YFP at the global, regional and sub-regional levels, building upon the work of the Marrakech Process (MP) and other initiatives. The Project outcome is stated as *A Global Platform for Action on SCP is established, supporting and facilitating the implementation, mainstreaming and scaling-up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.* Specific components of the project are: supporting the implementation of regional SCP strategies; facilitating the mainstreaming of SCP into decision-making, especially in national development and economic plans; coordinating and guiding the development and launch of the five (currently six) initial 10YFP programmes; carrying out communication and outreach activities and supporting the functions of the 10YFP Secretariat and Trust Fund.
3. The Project, with an EC funding of 2.2 million euros and a UNEP (in kind) contribution of about USD 0.5 million, started in August 2012 and was completed in September 2016. The Project has been a sub-project of two UNEP 'umbrella' projects and fell, at the end of the implementation, under the project 613.1 "Secretariat Services and Functions for the Implementation of the 10YFP" (formerly 61P6). The Project is executed by UNEP, but with a Member States Board providing strategic guidance and a United Nations Inter-Agency Coordination Group (IACG), established to ensure coordination within the UN system. Moreover, a large number of partners from the public as well as private sector participated in the implementation of the Project, including at the level of the six 10YFP Programmes.
4. The Terminal Evaluation of the UNEP project "Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP)" is in line with the UNEP

Evaluation Policy⁴ and the UNEP Programme Manual and undertaken at the completion of the project and at the start of a follow-up project. The purpose of the evaluation is to assess project performance, in terms of relevance, efficiency and effectiveness and determine outcomes and impact stemming from the project and their likelihood of sustainability. As such, the evaluation has two primary purposes; 1) to provide evidence of results to meet accountability requirements; and 2) to promote operational efficiency, learning and knowledge-sharing among UNEP and project partners. As a follow-up project has started, the evaluation incorporates elements of both a terminal and a mid-term evaluation (MTE), capturing lessons learned for the future running of the Secretariat, to support the implementation of 10YFP and to feed into the implementation of the follow-up project.

5. The Project has operated on global, regional as well as national levels but most prominently at the global and regional ones.

II. Scope and approach of the evaluation

6. The evaluation was conducted between September 2016 and March 2017 by two independent external evaluators; Margareta de Goys (Team Leader) and Suman Lederer and managed by the Evaluation Office of UNEP. It was conducted in line with the ToR for the evaluation, found in Annex A, and focused on a set of key questions: To what extent was the Project able to support the implementation of the 10YFP and the Trust Fund and what were the key factors influencing its performance?

To what extent was the Project able to support the implementation of regional SCP strategies, and facilitate the mainstreaming of SCP into decision making?

To what extent was the Project able to support the coordination and launch of the five initial 10YFP programmes (as well the additional one on Sustainable Food Systems)?

To what extent was the Project able to deliver an adequate communication and outreach function?

To what extent were partnerships and synergies developed with relevant projects and institutions (e.g. other EC funded projects, UNEP programmatic work on SCP, key external partners)?

What are the key lessons emerging from the first phase of the Project which could be used to further improve effectiveness and efficiency and ensure delivery on the Secretariat mandate in the future?

Are there any lessons emerging from the implementation of this project which may be of use to improve the efficiency, effectiveness and sustainability of the delivery of the 10YFP mandate?

7. It should be noted that following discussions with internal stakeholders (Project/Secretariat staff and staff of the Evaluation Office) the word Secretariat in

⁴ <https://wedocs.UNEP.org/rest/bitstreams/9801/retrieve>

questions a) to d) and in f) of the ToR for the evaluation was replaced by Project, as the questions relate to the stated objectives of the project. However, as approximately 80 per cent of the funding for the 10YFP Secretariat stems from this project, the evaluation team finds that the term Secretariat could equally have been used. On the other hand, it is also obvious that some of the Project outputs were to be produced by the 10YFP Secretariat but that others clearly went beyond what could be expected from the Secretariat, for instance “SCP mainstreamed in more national development plans and strategies” and this is why referring to the Project and not to the Secretariat seems more appropriate and recognizes the roles of other stakeholders.

8. The evaluation was conducted in a participatory manner and sought the views and opinions of various stakeholders. The evaluation team used both qualitative and quantitative methods of data/information collection, such as desk/website, reviews of internal and external documents and interviews with Secretariat staff and consultants, as well as stakeholders internal and external to UNEP. Face to face interviews were conducted during visits to the Project location, and at UNEP offices in Paris. In addition, telephone/skype interviews were conducted with 10YFP Board Members, Leads and Co-leads and members of Coordination Desks (CD) of the six Programmes as well as Multi-stakeholder Advisory Committee (MAC) members. Moreover, interviews were conducted with UNEP management and representatives of UNEP Programmes working in similar areas, the present UNEP Fund Management Officer and former Secretariat staff, IACG members and with a representative of the EC. Furthermore, the evaluation team was invited to sit in on a two-day meeting of the IACG.
9. Moreover, a web-based survey was conducted with National Focal Points (NFPs) and Alternate National Focal Points. The survey was disseminated to 126 NFPs and 108 Alternate NFPs. However, despite 3 reminders, responses were received from only 37 NFPs and Alternate NFPs, representing 30 countries. As this cannot be considered to be statistically significant and to provide reliable data, the information was only used for triangulation (to validate findings from other evaluation sources). Finally, the evaluation team paid a visit to Chile to share the experience of Chile and interviewed 10YFP partners, including members of the Inter-ministerial Coordination Committee, partners from the civil society as well as a representative for the agency implementing a 10YFP Trust Fund (TF) project. A visit to Romania also took place to share Romania’s experience in implementing the 10YFP.
10. Finally, the evaluation team used electronic sources of information such as UNEP’s project management system, PIMS and the Global SCP Clearinghouse, which is the main knowledge sharing and implementation-oriented web platform of the 10YFP.
11. Findings from various sources of information were triangulated to ensure consistency of the data collected and analyses. As the evaluation team was able to interact with a large number of stakeholders and partners, it considers that it was able to perform the assignment in a professional manner, without major limitations imposed and that there is reliability and validity of the findings. Lists of documents and people consulted are provided in Annexes B and C.

12. The evaluation matrix (Annex D) provides information on categories of stakeholders consulted by the evaluation team, in relation to the various evaluation questions. The evaluation team has tried to ensure that a wide range of internal and external stakeholders was consulted, including national partners. Due to the nature and short duration of the Project and its focus on establishing international and regional mechanisms, the evaluation did not go as far as consulting with the ultimate stakeholders at the impact level which would be individuals benefitting from a (more) sustainable environment. However, to a certain extent, such stakeholders are represented through the participation and consultation with the civil society, such as Consumers International.
13. Preliminary findings were shared with the UNEP Evaluation Office and 10YFP Secretariat Staff. The draft report was shared with interviewees, for factual review and comments. Corrections and comments were considered when preparing the final evaluation report.
14. The evaluation team would like to take this opportunity to express its gratitude to all those who took their time to provide information to and share their experiences with the them.

III. The Project

A. Context

15. Sustainable consumption and production (SCP) is one of the overarching objectives of sustainable development, and aligned to the key development agendas, not least the Sustainable Development Goals (SDGs). The mainstreaming of SCP is, as mentioned in the introduction, needed in order to achieve resource efficiency and decouple economic growth from environmental degradation and protect and manage the natural resource base. Since the World Summit on Sustainable Development (Rio+20) in 2012, SCP initiatives and policies have steadily increased in number and with support from governments and civil society, building cooperation and implementing projects at the international, regional and national levels. SCP is closely linked with, and a prerequisite for, combatting Climate Change.
16. Among past initiatives, we find the Marrakech Process on SCP – a global multi-stakeholder platform to support the implementation of SCP- which fostered the development of a number of SCP solutions. However, as efforts remained scattered and there was a need for upscaling and replication, the 10YFP was established, at the United Nations Conference on Sustainable Development (Rio+20), to provide a new platform for international cooperation and action. The main vision, functions, objectives and modalities of the 10YFP are outlined in a conference room document (A/Conf/216.5)⁵, adopted in para 226 of the RIO+20 Outcome document.

⁵ http://www.UNEP.org/rio20/portals/24180/Docs/a-conf.216-5_english.pdf

17. The Rio+20 mandated UNEP to serve as the Secretariat for the 10YFP and to establish and administer a Trust Fund to support SCP initiatives. The Project (ECL 2J16) under evaluation supports the implementation of the 10YFP and fell under the UNEP umbrella projects 61-P6 (until end of 2013) and later, until its completion, under 613.1 Secretariat Services and Functions for the Implementation of the 10YFP. The project was thus part of a wider umbrella project, (a UNEP structure created to group and manage funds from multiple donors supporting similar objectives).
18. However, as the Project has de facto been supporting the 10YFP Secretariat in implementing all of the components of the umbrella project, this evaluation is to a large extent also an evaluation of the umbrella project during the implementation period of the Project. The project, in financial terms, constitutes the main (80-85 per cent) part of the funding of the Secretariat⁶. The Umbrella project, financed by the UNEP donor funds from multiple sources basically provides staff inputs to the Secretariat. Also as the major budget component of the project under evaluation is staff, there is high level of complementarity and joint implementation, in the sense that the staff financed by different projects support similar activities and outputs. Furthermore, both the umbrella project, the project being evaluated and the Secretariat have the same overall manager.
19. The Project falls under Sub-Programme 6 Resource Efficiency and Sustainable Consumption and Production (at the Start of the Project Resource Efficiency). The Secretariat manages other, more minor, sub-projects supporting 10YFP implementation and there are also SCP/10YFP projects implemented by UNEP, which have not been managed by the 10YFP Secretariat, such as the SWITCH projects, also financed by the EC. The Secretariat is part of the Economy Division. UNEP is well positioned to execute the project and has strong technical capacities in the area of SCP and experience in managing SCP-related projects.
20. The Project has a global, regional and national scope but has mainly been working at the global and regional level. It is working with a wide number of partners from the UN, governments, businesses and the civil society. The Marrakech Process used several mechanisms for cooperation and implementation of SCP, such as regional platforms and roundtables, seven task forces, international review meetings, cooperation dialogues and a wide range of information tools. The establishment of the Global Platform for Action on SCP, which constitutes the 10YFP, was to provide continuity to, and upscaling of, these initiatives, responding to the demand and engagement of governments and other stakeholders to receive support for the shift to SCP patterns.
21. The Project objective is complex in that a Global Platform for Action should be translated into implementation and mainstreaming of SCP at the regional and national levels. Moreover, there is a certain ambiguity of what the 10YFP actually encompasses. Is 10YFP everything that is done on global, regional and national

⁶ The Evaluation Office notes the funds allocated to the Trust Fund and recorded by UNEP as part of the umbrella project. These are estimated to amount to approximately 8 million USD, as per information provided by the Secretariat in March 2017.

levels to promote SCP mainstreaming and implementation and changing to more sustainable consumption and/or production capacities? Is it only initiatives promoted by the 10YFP Secretariat? Or is it only initiatives of the 6 10YFP Programmes? From the review of Minutes of the Board Meetings and interviews with Board members, we find that Board members often interpret 10YFP in a broader sense while the Secretariat puts focus on the six Programmes.

B. Objectives and components

22. The Project was to support the development and implementation of the 10YFP. The Outcome of the project was stated as: *A Global Platform for Action on SCP is established, supporting and facilitating the implementation, mainstreaming and scaling-up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.*
23. According to the project document (page 6), the main objectives of the Project were:
 1. **Supporting the implementation** of regional SCP strategies;
 2. **Facilitating the mainstreaming of SCP** into decision making, especially in national development and economic plans;
 3. **Coordinating and guiding the development and launch of the five initial 10YFP Programmes**, scaling up and replicating best practices on SCP at all levels, notably the Marrakech Process Task Forces, as well as supporting existing or new SCP partnerships and SCP initiatives; and support agreement and development of one new programme under the 10YFP;
 4. Carrying **out communications and outreach activities** by maintaining a global multi-stakeholder platform for information and knowledge sharing, enhancing cooperation on SCP, as well as by implementing a communication strategy with effective information tools (website, newsletter, brochures, etc.).
 5. **Supporting the functions of the 10YFP Secretariat and Trust Fund:** board meetings, coordination with UN Agencies, work with National (governments) and Stakeholders Focal Points and organisation of international and regional meetings.
24. These five main objectives correspond to Components 1 to 5 of the Logical Framework provided in the project document. Component five was established to support, among other things the functions of the 10YFP Secretariat and the Trust Fund (TF), including meetings of the Board, establishment of the IACG, operationalization of the TF and its funding strategy, organization of the first international meeting of the 10YFP and the development of new SCP tools and research.
25. Project interventions cover dialogue, capacity building, experience exchange through regional and sub-regional meetings, communication, advocacy, outreach, establishment of an online SCP Global Clearinghouse, development of flagship and pilot projects and case studies and promoting science-based knowledge and SCP

monitoring. In addition, the five initial 10YFP Programmes were to be launched, encompassing scaling up and replicating best practices on SCP at all levels and one new Programme was to be developed. The five initial Programmes covered the following areas; Consumer information, Sustainable public procurement, Sustainable lifestyles and education for sustainable consumption, Sustainable building and construction and Sustainable tourism. The sixth Programme covering the area of Sustainable food systems, was developed on the formal request of four governments (Costa Rica, South Africa, Switzerland and the US).

26. There is full alignment between the Project and the 10YFP Umbrella Project, although the objectives are stated somewhat differently, but the essence of the objectives are the same and the outputs and activities are very similar.

C. Target areas/groups

27. The purpose of the Project was promoting sustainable consumption and production at global, regional and national levels. The evaluation team did not come across any stakeholder mapping but thorough rounds of stakeholder consultation had been done in the RIO+20 consultation process. Moreover, many stakeholders were already on board during the Marrakech Process.
28. The project document makes a strong case for relevance of the project to various stakeholders. Major stakeholders are identified and there is a good stakeholder analysis, providing information about the roles and benefits of various stakeholder groups. It is also documented, in the Delivery Plan, Budget and Organization, how key stakeholders (EC, UN Agencies, Inter-governmental bodies, national Governments, OECD and Regional Organizations and Initiatives) will take part in project delivery (mainly through the Programmes), including information on the role of and activities to be supported by key stakeholders.
29. To what extent stakeholders participated in the project design process is not clear and this could possibly have limited the involvement of some stakeholders, but as mentioned above, major stakeholders took part in preparatory activities and the Rio+20 process..
30. Project external stakeholders include governments, the private sector, civil society (NGOs), research centres and centres of SCP expertise, regional institutions, other UN agencies, the Regional Economic and Social Commissions, and international organizations, including UN agencies and the EC. At the government level, the main stakeholders are Ministries of Environment and the project has promoted the nomination and involvement of National Focal Points (NFPs).
31. Vulnerable groups were not identified in the project document, but the poor are usually the ones suffering the most from environmental degradation as they have few coping mechanisms and they could be expected, in the long term, to benefit in a substantial way from the project. No specific attention has been given to roles or voices of men versus women, or for youth in the Multystakeholder Advisory

Committees but women, indigenous people and youth have been represented in global and regional meetings.

32. As the project works through a global multi-stakeholder platform and Programmes, many of the outputs are expected to be accessible to many stakeholder groups and individual Programme participants.

D. Milestones/key dates in project design and implementation

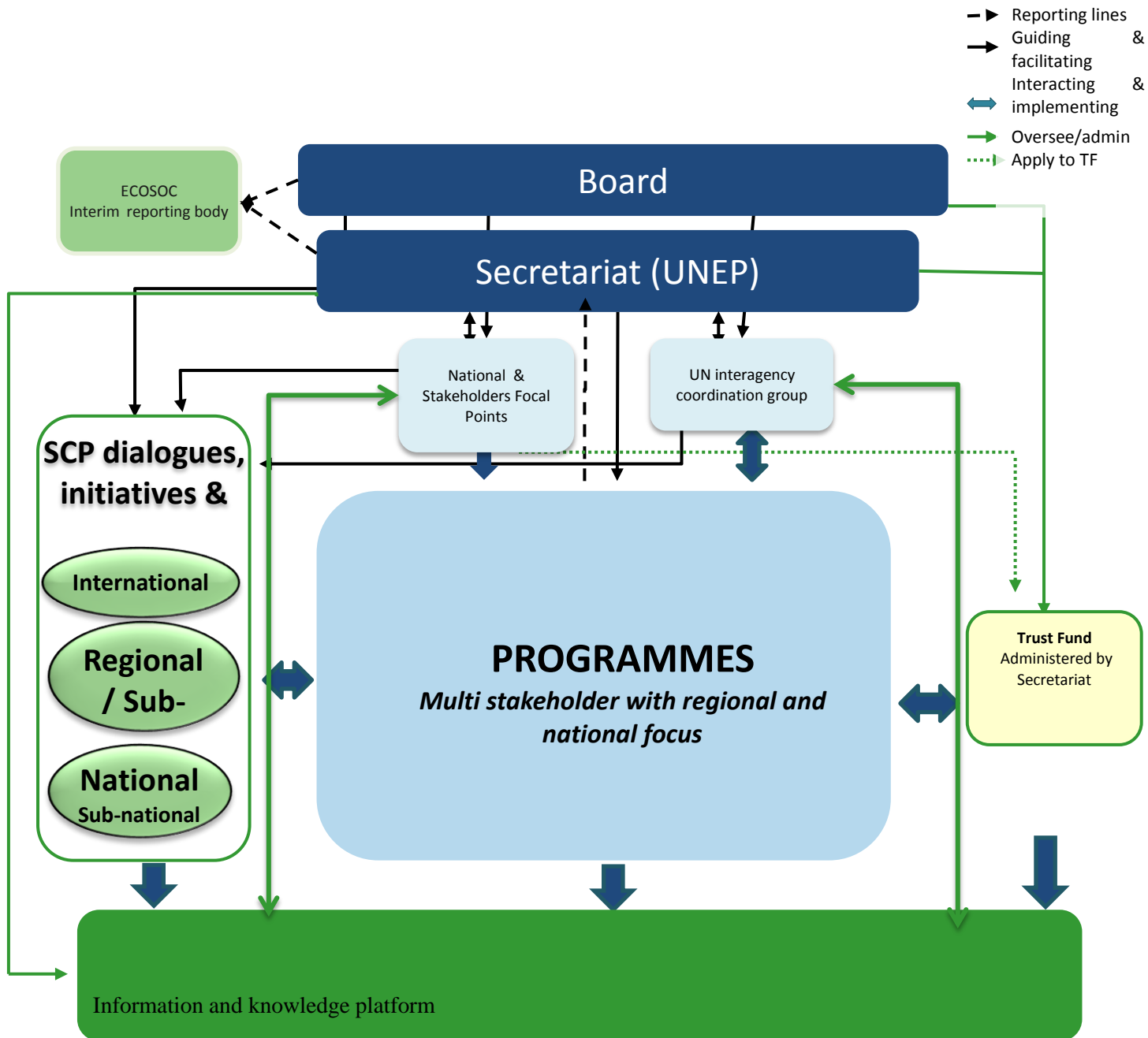
33. The project was initially approved under the umbrella project 61-P6, which ran until the end of December 2013. When the new umbrella project, 613.1, started in July 2014, the project was moved under this project. There was no specific review of the Project by the UNEP Programme Review Committee (PRC) despite its relatively large size. A reason for this could have been that requests for ENRTP funds were to be approved by a Project Management Unit consisting of UNEP and EC officers. This meant that the project's intervention theory was never reviewed by the Quality Assurance Unit nor the PRC.
34. The PRC did, however, review the two umbrella projects and there was a point made in the minutes from the first review that indicators should be reformulated to indicate the change that arises from UNEP's work. Furthermore, the PRC stressed the need for increased results orientation.
35. The project document provides a definition of milestone stating that it is not equal to the summation of tasks or activities, but rather represents the achievement of feasible project management and be strictly answerable by a yes or no answer. However, the project milestones for the different components as formulated in the project document can rather be considered as outputs (outcome document, report of event) than management stages. As such, they add little to the outputs and indicators, equally provided in the project document. The major milestones provided below were developed by the evaluation team.
 - Adoption of the 10YFP at the International Conference on Sustainable Development, June 2012
 - Project (under evaluation) approval date, August 2012
 - Adoption of the Resolution 67/203 by the 67th Session of the General Assembly, December 2012
 - Launch of the 10YFP Framework, December 2012
 - Starting date of the Project, January 2013
 - 10YFP Trust Fund established, February 2013
 - Launch of the Global 10YFP Clearing House, May 2013
 - Designation of Board Members, June 2013,
 - 2014: Launch of four 10YFP Programmes
 - 2015: Launch of one 10YFP Programme
 - 2015: Call for proposals TF projects
 - Global Meeting SCP, May 2015

- High-level Political Forum (HLPF) dedicated Panel on SCP, July 2015
- Implementation of 10YFP adopted as first target under Goal 12 of the SDGs, September 2015
- 2016: Sixth 10YFP Programme on Sustainable Food Systems launched
- 2016: 10YFP Monitoring and Evaluation (M&E) Framework developed
- End of Project, September 2016

E. Implementation arrangements

36. The Implementation of the 10YFP follows the mandate given to the UN system by Member States. Moreover, the implementation follows the principles outlined in the RIO+20 Outcome Document and the General Assembly Resolution. UNEP was solicited to serve as the Secretariat for the 10YFP. The Project under evaluation had the purpose of supporting the establishment and functioning of the Secretariat.
37. The organizational structure of 10YFP (provided by the Secretariat) is described in the figure 1 below.

Figure 1. 10YFP structure



10YFP Board

38. The 10YFP Board reports to the High Level Political Forum on Sustainable Development falling under ECOSOC. Decision 67/203 of the General Assembly designates a 10 member board, consisting of 2 members from each of the UN regional groups. Board members are elected for a two-year term.
39. There should be balance in terms of gender and about 30 per cent have been women. The Board meets every six months. The functions of the Boards were outlined in the founding document. Moreover, it is stated that Governments should designate SCP National Focal Points, ensuring contact and coordination with the Board and the Secretariat. The mandate of the Board includes promoting the 10YFP, guiding the Secretariat, assisting in fund raising, overseeing the operations of the Trust Fund, Reviewing Annual Progress Reports, reporting to ECOSOC, convening international and regional meetings.

The Economic and Social Council (ECOSOC)

40. The Economic and Social Council (ECOSOC) was designated as the ad interim Member State body to receive reports from the Board and the Secretariat.

United Nations Inter-Agency Coordination Group (IACG)

41. Coordination and cooperation within the UN system was to be ensured through the United Nations Inter-Agency Coordination Group (IACG). UNEP was a permanent Co-chair of the IACG and UNDESA was elected co-chair for 2013-15. Recently, UN-HABITAT was elected as a new Co-chair.
42. So far, 21 agencies have joined the IACG, but not all are active. The IACG was supposed to meet yearly and met in May 2013 and in May 2014, but after that, did not meet until November 2016. In addition to promoting collaboration within the UN system, IACG objectives were; enhanced information sharing and networking to support stakeholders' efforts to shift to SCP patterns. Moreover, the IACG was to promote visibility of the 10YFP. The terms of reference of the IACG equally foresees joint research on SCP.

UNEP

43. UNEP was the Executing Agency of the Project. The Project was part of the UNEP's Division of Technology, Industry and Economy, DTIE (recently changed to Economy Division) was managing the project. During 2014/15, the Project fell under the Resource Efficiency Sub Programme and in 2016, under the re-named Resource Efficiency and Sustainable Consumption and Production Sub Programme.
44. Four of the 10YFP Programmes correspond to UNEP's core areas of work on sustainable consumption and production. These are Sustainable Public Procurement, Sustainable Tourism, Sustainable Buildings and Construction and Sustainable Food Systems. Moreover, also for the remaining two Programmes there are linkages to UNEP's areas of work. This has offered opportunities for synergies and of involving

UNEP technical experts in project implementation. UNEP has formally accepted a leading role in the case of Sustainable Public Procurement and Sustainable Buildings and Construction programmes and staff members have been actively involved in the development of all the Programmes. The project document mentions close coordination with three EC programmes (SWITCH MED, SWITCH ASIA and EaP Green). These projects had a related focus and there were strong potentials for synergies and knowledge-sharing. The Project also cooperated with the SWITC Africa Green (launched after the development of the project document).

45. The project was originally coordinated by the Goods and Services Unit of the SCP Branch (and now under The Sustainable Lifestyles, Cities and Industry Branch), and has been implemented in close cooperation with UNEP Regional Offices and other UNEP programmes, in particular those within the Green Economy Initiative and Energy Branch.

The Secretariat

46. The Secretariat is responsible for implementing the Project. Moreover, the Secretariat was assigned the following functions in the Rio+20 outcome document:
 - Cooperate closely with Member States
 - Collaborate with relevant UN bodies
 - Foster the active participation of key stakeholders
 - Contribute to the fulfillment of the functions of the 10YFP
 - Maintain an active list of current programmes and initiatives of the 10YFP
 - Organize relevant meetings
 - Prepare reports
 - Report biannually to ECOSOC
47. In short, the role of the Secretariat can be described as institutionalizing the 10YFP, supporting the governance and implementation partners, coordination within and beyond the Framework, raising funds, reporting to donors and communicating and advocating about the Framework and its objectives. The Secretariat currently has the following human resources at its disposal; 1 Head, 3 Professionals, 2 General Service staff and 2 consultants.
48. As part of its duties, it responds to, and is involved with, preparing various reports: to the High Level Political Forum (HLPF) (once a year); to the 10YFP Board (twice a year); to the UNEP Quality Assurance Section of the Programme Information Management System –PIMS (done every six months but only for the umbrella project); to the ENRTP Strategic Cooperation Agreements Project Management Unit and to UNEP Management, who in its turn reported to the UNEP Governing Council and more recently UNEA.
49. The Project has fulfilled its reporting obligations and issued yearly progress reports. This includes reporting on outcomes and outputs. The last year's progress report, which will also be the terminal report, had not been prepared at the time of the evaluation but was to be prepared at the end of 2016, in line with the standard practice for EC projects. The PIMS progress reporting only covers the umbrella project.

National Focal Points and Stakeholder Focal Points

50. Many countries (127) nominated National Focal Points (NFPs). Stakeholder Focal Points, through which the civil society and business sector were to be brought on board, were nominated but their engagement with the the project has not been at the level foreseen.

10YFP Programmes

51. The 10YFP Programmes have their own constituencies and the initiatives are decided upon by a Multi-stakeholder Advisory Committees (MACs). Each Programme has a Lead/Co-leads and is supported by Coordination Desk(s) (CDs) provided by the Lead/co-leads. Through the CDs, the Secretariat has an additional work force of about 20 persons at its disposal for 10YFP implementation burt not all the staff of the Coordination Desks devote full time to the 10YFP.

10YFP Trust Fund

52. The 10YFP Trust Fund (TF), also established through the foundation document, was the principal direct funding mechanism of the Programmes. The TF was established according to the Rules and Regulations of the UN and the Rules and Regulations governing the Environment Fund of UNEP.
53. The 10YFP TF aims at providing general support to the 10YFP and support specific programmes and initiatives, responding to national and regional priorities of developing countries and countries with economies in transition. According to the Secretariat, to date, the Trust Fund has received about USD 8 million of unearmarked and earmarked contributions but it is not clear how this funding is managed, used and reported on.
54. Guidance on calls for proposals was developed by the Secretariat and reviewed by the Board in 2015. According to the guidance, calls for proposals were to take place once a year and be handled by the Secretariat. A template for project proposals was also developed by the Secretariat. The review and approval process is lengthy with reviews by the Secretariat, NFPs, the MAC and final approval by the Board. As can be seen from the Timeline of the calls for proposals, taken from the (well prepared) Guidance there is, in particular, an important role of the Secretariat, which has as many as 9 actions to take during the Evaluation, Selection and Grant Agreement period. This is particularly cumbersome considering the relatively small budgets, on the average USD 200,000, of the projects financed so far.
55. In addition, the Secretariat is to review progress and terminal reports for the projects approved and implemented. Evaluation (by a third party) is compulsory and 5 per cent of project funds are to be reserved for this purpose. However, considering the relatively

small size of the projects financed so far, the need for independent and external evaluations is questionable. An alternative could be a portfolio evaluation at the time of Project completion, feeding into the terminal Project evaluation. The Secretariat was to report on progress of projects financed by the TF every 6 months.

56. The Project and the Secretariat have been able to attract qualified staff members but has experienced staff changes and delays in recruitment. There have been two major implementation issues: 1) the low level of funding for the umbrella project and the Secretariat and low level of endowment of the TF and 2) delays. Major delays in implementation occurred at the level of nominations to the Board, which was only established in September 2013, and due to the transitioning of UNEP to a new enterprise resource planning system (UMOJA) which considerably slowed down the administration of UNEP projects and programmes. In view of the delays, the project was extended from June 2015 until September 2016.

F. Project financing

57. The project was funded by the European Commission, with a grant amounting to EURO 2,2 million. UNEP provided in-kind contributions to the project in the form of staff, through the Environment Fund and this was estimated at about USD 450,000. However, it is not possible to see what UNEP is actually co-financing for the Project, as staff have also been active on other projects and time sheets and job descriptions have not been prepared.
58. Financing has been forthcoming from Brazil, Denmark, Finland, Israel, Japan, Norway, Republic of Korea, Sweden, Switzerland. The project fell under, and was implemented in parallel with, two subsequent umbrella projects (61 P6 and 613.1). The ongoing umbrella project (613.1) has an approved budget of USD 21 million (according to PIMS) but only USD 4.3 have been secured during the implementation period of the Project⁷. This excludes funds allocated to the Trust Fund, which are being received under the same umbrella project.
59. The Project had not, despite its large scale, been entered into the Project Information Management System (PIMS) but the umbrella project, as mentioned earlier, is there and the Project is present as an accounting line under Financing of the two umbrella projects. However, as the objectives, outcomes and outputs of the Project are stated somewhat differently from those of the umbrella project there is no reporting on Project outputs and outcomes in PIMS, the Project is rather presented as a budget line.
60. There were no major budget revisions during the life time of the project. There were shifts in budget lines, for example a subcontract component decreased by USD 85 000 while Regional Meetings increased by USD 45 000 and the budget component Publications and Translations increased by USD 35 000. Budget revisions also reflected delays in implementation by carrying forward the budget from one year to the following.

⁷ Figures as presented in PIMS (updated on May 2015)

61. There were also in-kind contributions from UNEP staff outside the 10YFP Secretariat, from MAC members and their leads and the coordination desks. Since time spent on the 10YFP and its programmes is not measured, this cannot be quantified.
62. It is difficult to get a clear picture of Secretariat or umbrella project funding. Indications are that Germany has mobilized about USD 5 million to the programme and Japan has also allocated considerable resources but not all the funds are channelled to the TF or to the Secretariat, but are spent directly on one of the six Programmes, for events and programmatic support, including financing of the CDs. Switzerland has contributed USD 95,000 for the conduct and analysis of the SCP policy survey. Moreover, the TF has been endowed with about USD 8 million.
63. Project funds were blocked for a few months in 2016, in order to sort out an issue with the allocation of EC funds to the project. In fact the budget allocation had exceeded the due 90 per cent which led to a reconciliation exercise, still ongoing at the time of the evaluation. There were also, as mentioned earlier, delays in disbursements due to the introduction of the new UN Secretariat wide administrative system, UMOJA. In fact, UNEP's administrative system was closed between April and June 2015.

G. Project partners

64. The project has worked with a large number of partners. The figure 450 is frequently being mentioned, representing institutions which have committed themselves to be partners of the six programmes, including governments, UN agencies, civil society and private sector organizations. Main categories of project partners are Member States, of which 10 are represented on the 10YFP Board. Many others are active in MACs, or as implementing partners in the Programmes, while UN agencies are represented in the Inter-Agency Coordination Group and in MACs, or in one case leading a Programme. Governments nominate the NFPs at country level, and civil society and the private sector have participated in regional events and the MACs, and in two cases play leading roles in Programmes. Regional Economic Commissions have been active in the preparation of regional meetings. The financial partner is the European Commission.
65. The 10YFP text, adopted in Rio+20, invites Governments to assign NFPs; "Governments should be invited to designate substantial focal point for engagement with the 10-year framework of programmes, with a view to ensuring contact and coordination, with the board and the Secretariat". Nearly 130 countries have officially nominated 10YFP NFPs who form an important network and are the entry point for capacity building and mainstreaming at national levels.
66. Moreover, the programmatic staff of some UN agencies and partner Governments were important implementing partners, mainly at the programme level, participating in MACs, assuming lead or co-leads functions and supporting the work of the CDs. UNEP staff working in SCP-related areas collaborated very closely with the Project and provided expertise, especially in the preparatory phases of the 6 Programmes. Generally, the host agency staff were more involved than staff members of other UN agencies and at times, the firewall that was to be erected between the Project and UNEP (as one of

many participating UN agencies) was thin and considerably more was requested from UNEP programmatic staff than from staff of other agencies. The project is one of many sub projects implemented under the 10YFP umbrella project and as such, the other sub-projects can also be seen as a form of partner.

67. Many additional SCP initiatives and projects, other than those supported and reported on by the 10YFP Secretariat, contribute to the achievements of the objectives set under the 10YFP. These include the "SWITCH" large scale projects funded by the European Commission, through its Development Cooperation Directorate General, in the Africa, Asia and Mediterranean regions but also a large number of projects and programmes of other UN agencies, governments and the civil society.
68. Today, the main vehicle for project partners to work together on 10YFP implementation are the Programmes. The 10YFP programmes were to provide open, inclusive and collaborative platforms in which stakeholders from all sectors of society and all regions would work together to achieve shared objectives while contributing to the overarching goals of the 10YFP. Inclusive and action-oriented, the programmes aim at: building synergies and cooperation; bringing together scattered information on and for SCP through existing initiatives, partnerships and networks; scaling up and replicating successful policies and best practices for SCP; and generating and supporting new projects and activities on SCP in response to regional and national priorities and needs, as they emerge. There are currently six programmes in the 10YFP:
 1. **Sustainable Public Procurement**, led by UNEP, co-led by the Government of Korea and ICLEI (Local Governments for Sustainability).
 2. **Consumer Information**, co-led by the Governments of Germany and Indonesia and Consumers International.
 3. **Sustainable Tourism**, led by the World Tourism Organization (UNWTO), co-led by the Governments of France, Korea and Morocco.
 4. **Sustainable Lifestyles and Education**, co-led by the Governments of Japan and Sweden and the World Wide Fund for Nature (WWF).
 5. **Sustainable Buildings and Construction**, led by the Government of Finland, co-led by the World Green Building Council (WGBC), the Royal Melbourne Institute of Technology (RMIT) and UNEP.
 6. **Sustainable Food Systems**, co-led by the Governments of South Africa and Switzerland, Hivos and WWF.
69. At the regional level and in relation to the organization of regional meetings, the evaluation team found that the Project has cooperated closely with the UNEP Regional Offices and the Regional Economic and Social Commissions.
70. At the national level, some governments have been partnering with the Project but the Project did not give priority to national level interventions despite the fact that a key objective of Component 2 was "SCP mainstreamed in national development plans and strategies". At the national level EC funds could have been used for interministerial dialogues and capacity building but not for pilot projects. Country-level SCP networks and Inter-ministerial Committees and Consultative Groups, consisting of NGOs, the private sector and research institutes, were being established in some countries. Chile, as an example, has managed to establish two such active networks and a culture of collaboration and working towards mutual SCP objectives. In this case, the Ministry of

Environment is an important partner in 10YFP mainstreaming. However, there is equally a high level of buy in and ownership among other national partners, representing a wide range of government and non-government actors. In Romania, national SCP mainstreaming has been challenging.

H. Changes in design during implementation

71. There were no major changes in project design during the lifetime of the project. However, there were two different versions of the project document, the first developed for the first EU allotment and the second one for the full scale EC project. The main change in the second version of the Project Document is that Component 5: "An efficient 10YFP Secretariat, fulfilling the functions of the 10YFP and operationalized Trust Fund. Enhanced cooperation with UN agencies, governments and Major Groups and stakeholders. ", was added. As mentioned above, UNEP is also providing resources in the form of staff (in-kind contributions) through its Environment Fund. However, it is not possible to see what UNEP is actually co-financing for the Project, as staff have also been active on other projects and time sheets and job descriptions were not prepared.

I. Reconstructed Theory of Change

Review of the project design

72. According to the project document and its Logical Framework (page 20 of the Project Document) the project outcome is states as: *A Global Platform for Action on SCP is established, supporting and facilitating the implementation, mainstreaming and scaling-up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.* There were five project outputs:

Component 1: Advanced level of implementation of regional SCP strategies: which have gained more political, technical and financial support for the implementation of regional SCP strategies. Strengthened science-based knowledge on SCP; increased knowledge and access to indicators.

Component 2: SCP mainstreamed in more national development plans and strategies. Increased capacity-building on SCP and wider knowledge on SCP contributions to new economic opportunities and poverty alleviation.

Component 3: The five initial 10YFP Programmes are developed and launched, with increased number of stakeholders engaged and benefited by the work of the 10YFP Programme. One new 10YFP programme is approved and developed under the 10YFP.

Component 4: Effective outreach on the SCP clearinghouse and the 10YFP Communication Strategy led to an increased participation of stakeholders sharing knowledge and increasing cooperation in all regions.

Component 5: An Efficient 10YFP Secretariat fulfilling the functions of the 10YFP and

operationalized TF. Enhanced cooperation with UN agencies, governments and Major Groups and Stakeholders

73. The project's focus is on, as the title indicates, building a Global Platform for Action on SCP and supporting and facilitating SCP strategies and decision-making. This includes support to the development and launch of five 10YFP Programmes, plus one additional Programme, added at a later stage.
74. Among the design strengths of the project, we find a well-developed logical framework with a large number of quantitative indicators, a good stakeholder analysis and a detailed Delivery Plan, Budget and Organization.
75. Among the weaknesses, the evaluation team identified that qualitative dimensions of indicators were at times missing, justifications for selecting the 6 Programmes were absent, there was no impact objective, the outcome objective was weak (see below), the pathways to socio-economic contributions were not explained and baselines against which progress can be assessed were missing. Moreover, some of the indicators did not match the outputs.
76. We also find that the 5th output is at a different level than the others. In fact, the production of the four preceding outputs seems, to a large extent, to be the result of a functioning Secretariat. Moreover, the first two outputs are at a higher level than the remaining five and could rather be considered as outcomes.
77. A review of the indicators used for the various outputs in the Logical Framework gives a mixed picture. Often, the indicator used does not allow for verification of changes in development or to show intended results. For instance, there is no indicator to verify if there is indeed an advanced level of regional SCP strategies (component 1). Neither is there an indicator to verify if SCP is mainstreamed in national development plans and strategies or if capacities have increased (component 2). Nor is there an indicator to verify that there is increased cooperation in the region (component 5). Likewise, for component 5 there is no indicator for "operationalized Trust Fund".
78. We find assumptions missing for the various component outputs. As an example, for Output 1 possible assumptions could have been: 'Political support forthcoming for the implementation of regional SCP strategies' and 'Science based knowledge on SCP exists and is being developed'.

Reconstructed Theory of Change

79. The evaluation team set out to reconstruct the project's Theory of Change (TOC) with the project document as a basis.
80. The first step was to establish the project's intended impacts. No intended impact was found in the Logical Framework. The Project purpose, however, mentions that SCP is needed to achieve resource efficiency and decouple economic growth from environmental degradation and protect and manage the natural resource based. The

Project Justification goes one step further and mentions human welfare and alleviated poverty.

81. From this, we “formulated” the (long term) impact as *Improved resource efficiency and sustainable lifestyles with positive effects on the environment*. To this, an ultimate (long term) impact of human welfare and alleviated poverty could be added but because of its long term nature it is not included in the reconstructed TOC.
82. As mentioned above, the Logical Framework provided in the Project Document has stated the Project Outcome as follows: *A global platform for action on SCP is established supporting and facilitating the implementation, mainstreaming and scaling up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national level*. However, using the commonly used OECD/ DAC Definition of outcome⁸ - the likely or achieved short-term or medium-term effects of an intervention’s outputs - we find that the first part of the of the first outcome sentence (A Global Platform for Action on SCP is established), as stated, is rather an output/outputs or the means (as opposed to an end) to achieve something but there is an outcome dimension in the second part of the sentence (supporting and facilitating the implementation, mainstreaming and scaling up of SCP at the international regional and national levels). The second sentence of the outcome has a clearer output dimension (cooperation on SCP has increased at the national level).
83. Furthermore, the Project Document outcome lacks a development dimension. According to RBM theory, outcomes should represent changes in development conditions which occur between the completion of outputs and the achievement of impact. According to the UNEP Programme Manual⁹, an “outcome is the intended or achieved short-term and medium-term effects of an intervention’s outputs, usually requiring the collective effort of partners. Outcomes represent changes which occur between the completion of outputs and the achievement of impact. Outcomes could be a change in capacity (immediate outcome) or behaviour (medium-term outcome).” The outcomes, as stated, miss these dimensions.
84. There was thus a case to reformulate the outcome and this was done taking the Project Statement into consideration: “the project aims at supporting the implementation of the 10YFP and facilitating the mainstreaming, implementation and scaling up of SCP at all levels (international, regional and national)”.
85. The outcome was reformulated as follows: *SCP is mainstreamed and implemented at international, regional and national levels*. This is a meaningful outcome and a meaningful justification for implementing and funding a project. There might, however, be a challenge to measure achievement if baseline data are not available but surveys/monitoring can also focus on the extent to which policies, strategies or behaviour have changed/been developed as a result of the project. There will also be

⁸ For definition of outcome, reference is also made to the UNEP Programme Manual http://www.UNEP.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

⁹ http://www.UNEP.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

a challenge to define to what extent the Project and other initiatives contribute to this outcome (attribution).

86. It is obvious that the outcome can only contribute to the impact. It is also clear that there will be a need for intermediate states. The evaluation team has identified the following intermediate states at the regional and national level.
- Regional bodies adopt policies favouring SCP
 - Regional SCP strategies are adopted
 - Regional SCP strategies are implemented
 - SCP related national legislation is passed
 - National SCP strategies are developed and adopted
 - National SCP strategies are implemented
 - National regulations promote SCP.
 - Consumers are aware of SCP issues
 - Consumer organizations/consumers demand products produced in sustainable manners
 - Sustainable production, construction, procurement methods and tourism are being developed by practitioners (government, businesses, etc.) and scientific community
 - Sustainable production, construction, procurement methods and tourism are being used by enterprises and institutions
87. Looking at the five project outputs, provided in the Logical Framework, we find that the outputs all contribute to the newly formulated outcome.
88. However, looking closer at the outputs, we find that they often consist of more than one output and that one of the outputs often leads to another. The outputs thus have internal results chains. For component 1, this is clearly the case in that “Strengthened Science-based knowledge of SCP” is likely to lead to “political support to the development of regional SCP strategies” which would lead to a more “advanced level of implementation of regional SCP strategies”. And, for the component 2 output, “increased capacity building on SP and wider knowledge of SCP contributions” should lead to more SCP mainstreaming in development plans and strategies. Also component 4 has a hierarchical level in that “ Effective outreach of the SCP clearing house and the 10 YFP communciation strategy” should lead to “ increased participation of stakeholders sharing knowledge and increased cooperation in all regions”.
89. We also find that the outputs contain elements of assumptions, for instance; “more political, technical and financial support for the implementation of SCP strategies” as this is, to a large extent, beyond the control of the Project although awareness-raising activities should, and could, contribute to this.
90. The output for component 5 is different from the others in that it does not comply with the definition of output;” the products or services which results from a development intervention and which are relevant to the achievement of outcomes”. This output has more the dimension of inputs and it is more an internal UNEP objective to have an

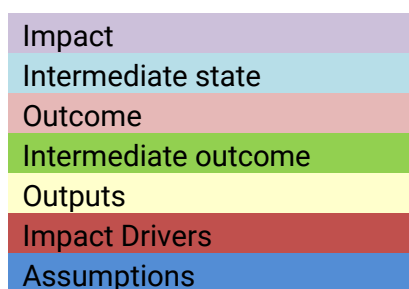
efficient Secretariat to carry out activities for the achievement of the objectives of this project and the SCP sub programme.

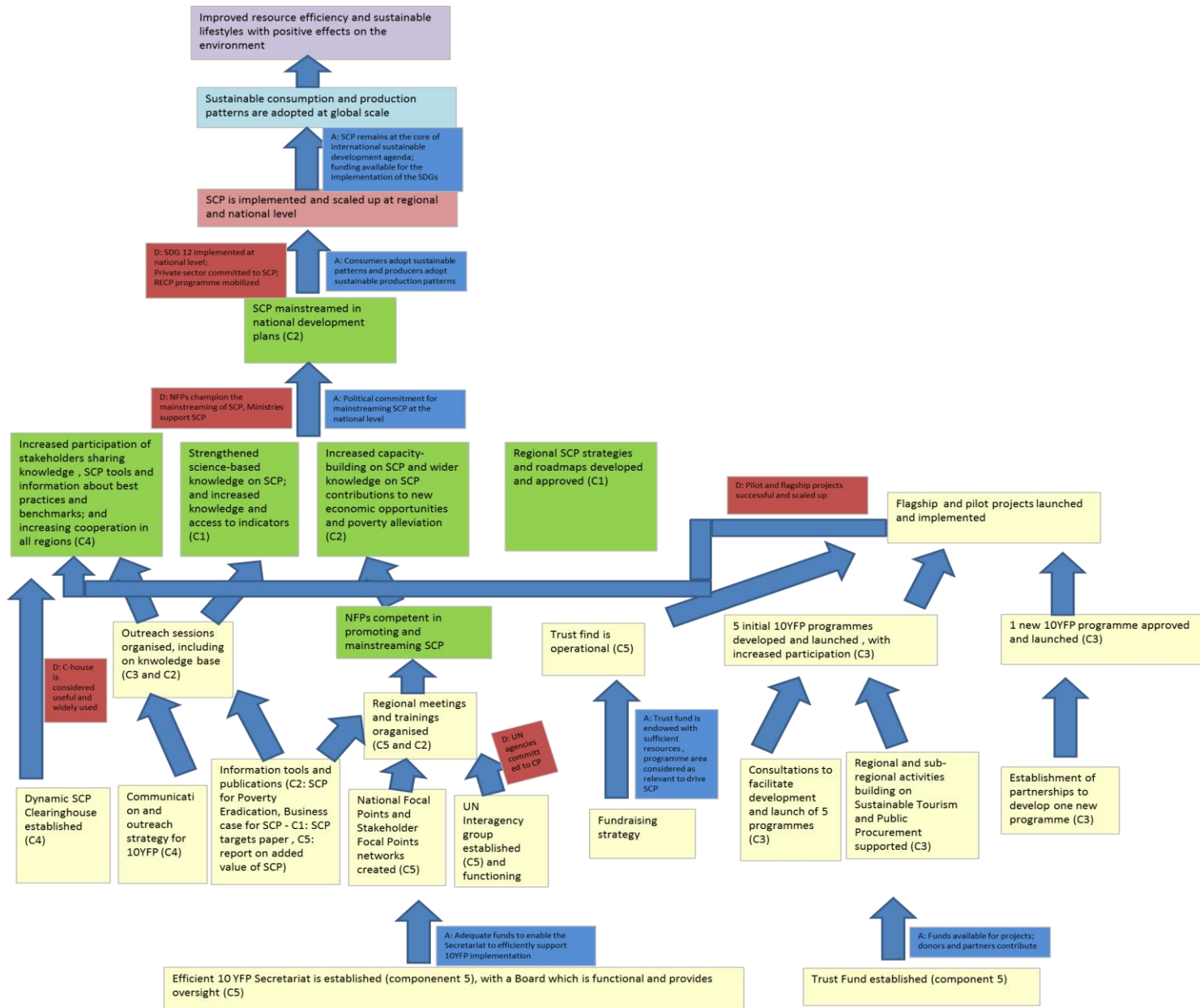
91. Moreover, the outputs are formulated in such a way that they can be considered as component outcomes and individual results chains could, and this is advisable, be developed for each one.

92. The evaluation team has identified the following **impact drivers**:

- SDG12 implemented at national level
- National focal points champion the mainstreaming of SCP
- National Ministries develop and implement policies and strategies which support the shift to SCP patterns
- Pilot and flagship projects are successful and scaled up
- Clearing house is considered useful and widely used
- UN agencies commit resources to support implementation of the 10YFP

93. A proposal (graphical representation) for a reconstructed Theory of Change is found below.





IV. Evaluation Findings

A. Strategic relevance

94. The relevance of the 10YFP and a Secretariat/Project supporting its implementation has its origin in the United Nations Conference on Sustainable Development (RIO+20), where governments adopted the 10YFP and in resolution 622/88 by which the General Assembly, endorsed the RIO+20 Outcome document. A thorough Stakeholder consultation process, followed by inter-governmental negotiations conducted during the 18th and 19th sessions of the Commission on Sustainable Development (CSD) materialized in the foundation document A/CONF.216/5, adopted at Rio+20, providing agreed upon vision, goals and functions of the 10YFP.
95. There is even increasing relevance with the adoption of the SDGs, including Goal 12 and target 12.1, specifically devoted to SCP as well as with the Paris Agreement (with a specific reference to SCP), the overall Climate Change Agenda and the New Urban Agenda. SDG 12.1 basically calls for the implementation of the 10YFP in all countries. Moreover Goal 8 has some systemic implications for the 10YFP and in Goal 12, there are 11 SCP related targets. Furthermore, several other SDG targets, are contingent upon a shift to SCP patterns.
96. The Project is well aligned to the priorities of UNEP (Medium Term Strategies) and EC (ENRTP SCA). Moreover, the evaluation team finds close alignment with the Bali Strategic Plan. The Project falls under the UNEP Resource Efficiency Sub-Programme and is aligned to the overarching objectives of this Sub-Programme, such as increased resource efficiency, increased investment in sustainable economies and sustainable lifestyle and consumption. In fact all three pillars of the Sub Programme match with the 10YFP/SCP objectives.
97. Under the first pillar in the UNEP Work Programme, we find a direct SCP target: *SCP policies are adopted* and for the second pillar there is a direct reference: *Enhanced institutional capacity to invest in sustainable management practices, including SCP* and for the third pillar, the target is *Sustainable lifestyle and consumption patterns are increasingly adopted*. At a lower level, SCP components and initiatives are mentioned such as *scientific approaches to support adoption of sustainable consumption and production and public and private sector actors support the adoption of sustainable lifestyle and production patterns*. There is thus a full alignment between the 10YFP and the UNEP Work Programme.
98. Also the fact that the 10YFP is working with 450 institutional partners is an indication of the relevance of the Programme and Project. Looking at individual Programmes they are all relevant and interviewees applaud the fact that both the consumption and production side are being covered. However, many interviewees point to the fact that the area of

consumption seems to figure more prominently than production. This needs to be seen in the perspective that the first five Programmes of the 10YFP are all a continuation of MP Task Forces. There was a broad consensus in Rio for these Programmes, while it was difficult to get support for a SME or production-oriented programme.

99. The intention was that production should have been mainstreamed in all Programmes/components but this did not always happen and the fact that production was not singled out meant that it was neglected, which reduced the relevance of the Programmes to production-oriented partners and stakeholders. Furthermore, major CO2 emissions stem from agriculture, industry and the transport sectors but these are not, except for the Programmes on Sustainable Food Systems and Sustainable Tourism, directly covered by the 10YFP. To date, no formal governmental requests have been received to establish such Programmes but agriculture, industry and transport figure frequently in Regional Roadmaps and national SCP strategies.
100. Sustainable Transport is actively promoted by DESA, though not included as a 10YFP Programme/initiative. Interviewees also evoke the perceived relevance of mining, SMEs, forestry and waste management.
101. Moreover, interviews indicate that some stakeholders doubt that the most relevant programme areas (in terms of hot spots when it comes to unsustainable consumption or production patterns) were selected and this was put forward as one reason for the relatively low level of financial resources made available to the TF. Many interviewees would have liked to have seen a stronger focus on production, with Programmes directly targeting agriculture, industry and Small and Medium Enterprises.
102. Taking the National SCP Programme of Chile as an added example, we notice that the Programme areas are different from the 10YFP Programmes. As an example, Responsible Mining and Industry, Water management and Clean Energy belong to the Chilean lines of action. We also find cross-cutting lines of action with a high perceived relevance for Chilean stakeholders; sustainable smaller enterprises, waste management and clean energy and energy efficiency, which are all absent from the 10YFP Programmes, with the exception of energy efficiency aspects, introduced in 2016.
103. Also, the African SCP Roadmap, developed in 2014, includes areas beyond the 6 Programmes, like the Greening Business area and among the priorities mentioned we find Resource Efficient and Cleaner Production (RECP), especially in SMEs. There are, in addition, waste management and sustainable energy areas. Moreover, Greening industry is a cross-cutting activity of the African Roadmap. Looking at the reports from regional roundtables and meetings, UNIDO and the UNIDO/UNEP Network of Cleaner Production Centres are mentioned as relevant partners but have been noticeably absent in 10YFP implementation.
104. Furthermore, the Latin American Regional SCP strategy incorporates SMEs and waste management. In fact, waste management was often mentioned as missing as a programme area. It is also noticeable that sustainable production is one of the sectors in

the SWITCH Asia programme and so is Energy Efficiency and Agriculture/Forestry/Natural Resources.

105. The low level of funding of the 10YFP umbrella project and the TF puts some doubts on the relevance of the Project and the supported Programmes and is an indication that more advocacy and information is needed to demonstrate the causal pathways on how the Programmes are expected to contribute to more sustainable consumption and production patterns and to demonstrate the linkages to the climate change agenda.
106. As to other UN agendas (in addition to environmental sustainability), the finding of the evaluation is that opportunities for gender mainstreaming, integrating a Human Rights Based Approach (HRBA) and South-South cooperation have not been tapped. These aspects are more or less absent in reports issued by the Secretariat, in the work of the Programmes and in interviews with Secretariat Staff. There is a notable exception, namely the report issued on SCP and gender but it is not clear how this report is being used. On the other hand, the evaluation team did not find any case where safeguards (environmental, social and economic) had been considered.
107. The **overall finding** of the evaluation team is that the project objectives and the 10YFP objectives were aligned to global, regional and national environmental and strategic needs and priorities and that they were in line with EC and UNEP strategic priorities. As such, it was relevant to support the implementation of the 10YFP through the provision of Secretariat functions and services. The relevance of the Project is high for all major stakeholder groups but a number of stakeholders would have liked to see more coverage of the sustainable production side.

B. Achievement of outputs

108. According to the project document and its Logical Framework, there were five project outputs:

Component 1: Advanced level of implementation of regional SCP strategies: which have gained more political, technical and financial support for the implementation of regional SCP strategies. Strengthened science-based knowledge on SCP; increased knowledge and access to indicators.

Component 2: SCP mainstreamed in more national development plans and strategies. Increased capacity-building on SCP and wider knowledge on SCP contributions to new economic opportunities and poverty alleviation.

Component 3: The five initial 10YFP Programmes are developed and launched, with increased number of stakeholders engaged and benefited by the work of the 10YFP Programme. One new 10YFP programme is approved and developed under the 10YFP.

Component 4: Effective outreach on the SCP clearinghouse and the 10YFP Communication Strategy led to an increased participation of stakeholders sharing knowledge and increasing cooperation in all regions.

Component 5: An Efficient 10YFP Secretariat fulfilling the functions of the 10YFP and operationalized TF. Enhanced cooperation with UN agencies, governments and Major Groups and Stakeholders

109. However, as these component outputs (with the exception of Component 1) are more at the level of component outcomes, we need more background information for the analysis on the production of outputs. More detailed information of what actually was to be produced was found in the indicators and milestones sections of the Logical Framework of the project document. Below follows a review of the stated outputs, component by component:

110. **Component 1: Advanced level of implementation of regional SCP strategies: which have gained more political, technical and financial support for the implementation of regional SCP strategies. Strengthened science-based knowledge on SCP; increased knowledge and access to indicators.**

The assessment of the production of this output using the indicators and milestones of the Logical Framework gives the below picture:

<p>– Number of regional and sub-regional multi-stakeholder meetings [target: 6]</p>	<p>Produced - 6 Multi-stakeholder regional and sub-regional meetings have taken place (4th Arab Region Roundtable on SCP, June 2013; 7th LAC Regional Meeting on SCP, June 2013, First Asia-Pacific Regional Meeting on the 10YFP, Nov. 2013; 10YFP Regional Meeting at the African Roundtable on SC, May 2014; 1st 10YFP multi-stakeholder regional meeting for Eastern Europe, October 2014; Multi-stakeholder regional meeting of the 10YFP for LAC, June 2015, Panama). In addition, a WEOG Meeting of NFPs for the 10YFP and Stakeholders, took place in December 2014. A Second 10YFP Eastern European multi-stakeholder meeting was supported jointly with Switzerland in February 2016 in Bucharest.</p>
<p>– Number of training sessions and SCP technical government staff and SCP experts trained on key SCP topics at the regional and sub-regional level [target: 8 training sessions and 160 government staff/experts trained]</p>	<p>Produced - 8 training sessions / workshops took place in 2014 (training session and launching of the SIDS initiative for SCP within the 10YFP, Sept. 2014; Meeting of the Executive Committee of the Regional Council of Government Experts on SCP in the LAC region, Oct. 2014; South East Asia training workshop for 10YFP NFPs, Oct. 2014; UNEP-SBCI 10YFP - SBC Capacity Building Workshop and Consultations for West Asia, Sept. 2014; Sub-regional capacity-building workshop on sustainable lifestyles, International Forum on Sustainable Lifestyles, 25-26 February 2015, Dubai; Sub-regional capacity-building workshop on SCP and the 10YFP in South Asia, 27-28 February 2015, Sri Lanka; first sub-regional capacity-building workshop on SCP and the 10YFP for Central Asia, November 2015, Kazakhstan; and sub-regional workshop for Francophone African countries, in cooperation with the Institut de la Francophonie pour le Développement Durable, 14-18 December 2015, Benin).</p>
<p>– Number of outreach events and/or training sessions to</p>	<p>Not clear to what extent outreach/training to enhance the science base knowledge has happened</p>

<p>enhance the science based knowledge on SCP/RE [target: 4 outreach events]</p>	<p>3 outreach events have been organized with the IRP (LAC and Asia Pacific in 2013; South East Asia in 2014) and one workshop on 'Indicators for a RE Green Asia' was supported in 2013. In 2015, a the 10YFP Secretariat partnered with the International Resource Panel to for the design and development of a Massive Open Online Course (MOOC) on Sustainable Food Systems targets at policy-makers, including 10YFP National Focal Points, in Asia Pacific, rolled out in 2016 (Q2). Moreover e-learning course "Introduction to SCP in Africa" was developed and piloted.</p>
<p>– New paper on SCP indicators [target: 1 paper on SCP/RE indicators]</p>	<p>Produced - In June 2014, a paper on SCP targets and indicators for the future Sustainable Development Goals (SDGs) was developed, an expert workshop was organized and a follow-up paper was issued in December 2014. A UNEP publication on SCP indicators for SDGs, building on the conclusions of the workshop and further research, was released in March 2015. As a follow up, a new paper setting out SCP indicators compliant with the SEEA framework for the SDGs was developed jointly with Chile, Sweden and UN Statistical Division, which was released in February 2016.</p>

111. Assessing the production of the outputs against the indicators used, we get a very positive picture. But the indicators are not results and we also need to look at the output itself and verify that the indicators have indeed captured the output. As mentioned above, there is no indicator to verify if there is indeed an advanced level of implementation of regional SCP, strategies which have gained more political, technical and financial support for the implementation of regional SCP strategies. There is, moreover, a need to define what the advanced level of implementation of regional SCP strategies is and to develop an indicator for strengthened science based knowledge.
112. The finding of the evaluation team is that for some regions and countries there is an advanced level of implementation of regional SCP strategies but that the picture is not uniform and that information of the overall level of regional implementation is missing. Neither was the evaluation team able to certify that there is increased science based knowledge on SCP, mainly due to the fact that very little science based SCP knowledge has been generated or disseminated and that there is no information provided in progress reports. As concerns the third aspect; increased knowledge and access to indicators there is a positive finding as good quality reports on indicators have been developed..
113. It was also noted that the Project put its major emphasis, for this component, on working at the regional level and on developing regional strategies and Roadmaps. Regional Roadmaps have been adopted for Africa, Arab Region, Asia and Pacific and Latin America and the Caribbean. To what extent these will be implemented at the national level is not known, nor to what extent regional round tables develop capacities for national implementation. Progress in this area is not only the result of support of the 10YFP Secretariat but also of the Switch projects. However, the finding is that the large majority of the foreseen outputs have been produced.
114. The evaluation team took note of the difficulties in promoting the 10YFP in Eastern Europe where SCP is not a well-known concept and it has been challenging to get some

of the larger countries on board. This was pointed out in interviews and by some NFPs in the survey conducted by the evaluation. Another problem is that the region is large and that countries are very different when it comes to environmental issues and policies. Not to be able to submit project proposals for the TF is a disincentive, for Eastern European countries (except for those classified as Economies in transition), for joining MACs. Two regional meetings have been held (Batumi and Bucharest), but it has not been possible to agree on a roadmap/regional strategy because of great diversities within the region. No information about the outcome of the Bucharest conference meeting had been circulated, which left countries without direction on how to proceed.

115. **Component 2: SCP mainstreamed in more national development plans and strategies. Increased capacity-building on SCP and wider knowledge on SCP contributions to new economic opportunities and poverty alleviation.**

Indicators	Status
<p>Number of ministries and stakeholders participating in the national roundtables and regional/sub-regional workshops/sessions or roundtables on mainstreaming SCP in national development plans or strategies [target: 2 sub-regional workshops]</p>	<p>Produced - A dedicated session on mainstreaming SCP in national development plans or strategies was delivered on the occasion of the one week capacity-building workshop co-organized with the IFDD for French speaking African countries and 10YFP National Focal Points. In Latin America and the Caribbean, three national roundtables were organized (Cuba in September 2015, Ecuador in October 2015, Costa Rica in November 2015).A sub-regional workshop on mainstreaming SCP through SPP was organized with Organisation of American States (OAS) in March 2016, in Bogota, Colombia).</p>
<p>Number and effectiveness of outreach sessions and information tools providing the business and poverty alleviation cases for SCP [target: 1 study on SCP and poverty alleviation, including cost-benefit analysis and case studies]</p>	<p>Produced - A publication on SCP for Poverty Eradication, Competitiveness and Climate Change Mitigation, developed in partnership with the University College of London (UCL) and the Overseas Development Institute in the UK in 2014. In addition, a number of side events and dialogues on SCP benefits for sustainable development, including poverty eradication and economic development were held on the occasion of key international conferences (UNEA, HLPF, and ECOSOC) in 2014. In 2015, a special session on SCP and the 10YFP took place at HLPF.</p>
<p>Business case for SCP [target: 1 study]</p>	<p>Produced Activities have focused on social innovation and entrepreneurship for SCP, including through the review of case studies, a workshop, the setting up of an expert group and the drafting of a strategic document in cooperation with the World Resources Forum.</p>

116. Also for component 2 the indicators (outputs) were to a great extent produced. But, as mentioned above, there is no indicator to assess if SCP is mainstreamed in national development plans and strategies or if capacities have actually increased.

117. Looking at the component output as formulated, it is likely that increased capacity building on SCP and wider knowledge on SCP contributions to new economic

opportunity and poverty alleviation will lead to SCP mainstreamed in national development plans but to what extent this knowledge has been imparted and there is increased mainstreaming is not known. Neither the terminal report of the Marrakech Process, nor the project documents of this project, nor the umbrella project provide holistic information on the status of implementation of SCP, for examples on the existence of national SCP Policies.

118. A survey to capture the existence of SCP policies was developed and launched by the Secretariat, in 2015. Respondents were National Focal Points (NFPs). The survey results were not yet provided to the stakeholders, the reason provided was that it was time consuming to analyse the data gathered, especially the many open questions, and that the information received was not always comparable. The foreseen hot spots analysis had not been carried out.
119. The Project has been working with a network of 126 National Focal Points but there has been little targeted capacity building for the NFPs. Some of the NFPs also mentioned in the survey, conducted by the evaluation, that they have not received any training/capacity building. Others have gained knowledge by attending various meetings and workshops and/or regional forum or having participated in webinars. The respondents used their newly-gained knowledge and skills in various ways, inter alia, coordinating the process of development of National Strategy for Sustainable Development, sharing information with home institution and other staff and colleagues, and for coordination with other governmental agencies.
120. A National Focal Point Handbook, the NFP Toolkit, is under development. The Handbook is well written and efficient in arguing the SCP case and in describing the 10YFP and its Programmes. Some of the NFPs mentioned in the survey that they find the preliminary version of the NFP Toolkit very useful, "...very helpful in promoting SCP", "It is a very useful first step towards supporting the NFPs in their work...", "Provides guidance and inspiration in the functioning of NFP roles", "It indeed provides the NFP with succinct information on SCP, processes and guidance on how to link existing national processes and mechanisms for a successful implementation of SCP. It is a highly structured document that can assist the national focal point to conduct her tasks.". At the same time, NFPs call for more practical and step by step guidance on how to mainstream SCP and there is a need for more emphasis on how to involve, how to promote and how to mainstream. There is a good presentation on other implementation platforms on SCP and the stakeholder mapping chapter is excellent.
121. The Toolkit encompasses 4 chapters as follows:
 - **Chapter 1 - Make the case for SCP:** The chapter defines SCP and how it links to key concepts and issues that are relevant for policy makers working towards sustainable development objectives. It also outlines some key benefits of SCP which can serve as a 'pitch' in order to 'make the case.'
 - **Chapter 2 - Find your way around the 10YFP:** This chapter aims at helping 10YFP National Focal Points find their way in the 10YFP: Who is who? Who does what? How to

get in touch and how to get engaged. It includes links to directories and to other key documents of the 10YFP.

- **Chapter 3 - Practical tools for promoting SCP mainstreaming and implementation at national level:** This chapter entails information on practical tools for promoting the mainstreaming of SCP at national level, essentially through policy-making and implementation.
 - **Chapter 4 - The Global SCP Clearinghouse and the 10YFP National Focal Points:** This chapter introduces the online Global SCP Clearinghouse, what is available, how it can be used and what and how to upload information on national initiatives.
122. The toolkit has references to publications covering various areas with a relation to SCP. Most of the documents referred to are, however, UNEP documents and there is a notable absence of material produced by other UN agencies being members of the IACG. The NFP Toolkit complements the SWITCH Med Policy toolkit on SCP.
123. The overall finding is that the output has been produced as various capacity building and knowledge tools and events have been produced and organized.
124. **Component 3: The five initial 10YFP Programmes are developed and launched, with increased number of stakeholders engaged and benefited by the work of the 10YFP Programme. One new 10YFP programme is approved and developed under the 10YFP.**

Indicators	Status
<p>Number of consultations facilitated for the development and launching of the five initial 10YFP programmes [target: 5]</p>	<p>Produced - In 2013, development by the 10YFP Secretariat of a guidance document and 5-step model for establishing 10YFP programmes. 3 online surveys (ST and CI in 2013, SLE); 3 expert workshops (ST and CI in 2013, SLE in 2014); and 4 online consultations (ST and CI in 2013; SLE and SBC in 2014). Calls for expressions of interest to take an active role in the Sustainable Buildings and Construction and Sustainable Food Systems programmes were conducted in 2015.</p>
<p>Number of supported SCP activities and initiatives at the regional and sub-regional levels building on and scaling up the work of the Task Forces on sustainable tourism, public procurement [target: 2]</p>	<p>Produced - 5 programmes of the 10YFP were launched in 2014 and 2015, building on the achievement of the MP Task Forces: Sustainable Public Procurement (SPP) (1st April 2014); Consumer Information (CI-SCP) (1st July 2014), Sustainable Tourism (ST) (5th November 2014) and Sustainable Lifestyles and Education (SLE) (11th November 2014), and Sustainable Buildings and Construction (SBC) (April 2015).</p>
<p>Number of new partnerships supported through dialogues, training sessions, outreach and networking [target: 1 new programmes to be defined by governments, stakeholders and the Board, it could be food systems, waste of Eco-innovation and SMES]</p>	<p>Produced A new programme on Sustainable Food Systems (SFS) was launched. An online survey and an expert workshop took place in 2014, and was followed by an online consultation and calls for expression of interest in 2015.</p>

125. All 6 Programmes as well as their MACs, Leads and Co/Leads and CDs have been established. Programmes of work have been approved for each individual programme and are in various stages of implementation. MACs are comprised of relevant UN, Government, and Civil Society Organizations. The involvement of the Private Sector has been a challenge.
126. Many relevant stakeholders, including UN agencies and NGOs have joined the MACs. Programmes are at various stages of advancement and a major disappointment has been that there has not been enough funds to finance the developed flagship projects. Smaller pilot projects have been developed and launched. There are many other worthwhile initiatives under implementation by the MACs such as the development of Guidelines for Sustainable Consumer Information or Sustainable Public Procurement Guidelines and it is expected that stakeholders will benefit from the availability of various tools to promote sustainable development. On a more worrying note, some of the MAC members interviewed did not know what the foreseen outputs or results of the MAC/Programme were.
127. The finding is that the Component 3 output has been produced as the 5 initial 10YFP Programmes and one new Programme have been developed and launched and many stakeholders are engaged in the MACs. However, to what extent there are increased number of stakeholders is not known, as increased was not defined and it is not known to what extent stakeholders have benefited.
128. **Component 4: Effective outreach on the SCP clearinghouse and the 10YFP Communication Strategy led to an increased participation of stakeholders sharing knowledge and increasing cooperation in all regions.**

Indicators	Status
<p>Number of initiatives, partnerships and projects reported in the online SCP clearinghouse as well as number of stakeholders participating, number of new communities hosted by the clearinghouse [target: 1 emailing campaign, 1 brochure, 1 call for collection of case studies and setting up of online working groups, 3 new communities]</p>	<p>Partly produced The Global SCP Clearinghouse was launched in May 2013 with short video, brochure in 5 languages, emailing and newsletters. It has gathered many members but has not been used to a larger extent. 11 newsletters were released, and an outreach strategy on social media was implemented. A major upgrade of the Global SCP Clearinghouse started in 2015 in order to cater for the six 10YFP programmes and SCP country profiles and information on national SCP policies and initiatives, among other features.</p>
<p>Communication and outreach strategy [target: 1 logo, 1 website and 7 newsletters, information pack and FAQs]</p>	<p>Partly produced A 10YFP communication strategy was drafted in 2013 and a new one was developed in 2016. Several communication tools have been developed; logo, website, brochures in 3 languages and branding guidelines. 11 newsletters were issued and an outreach campaign on social media conducted. A full toolkit for NFPs has been produced.</p>

129. Clearinghouse is defined as knowledge platform by project staff. The output was undergoing a major upgrade and consequently the clearinghouse was not fully functioning at the end of the project, nor at the time of evaluation. The SCP Clearinghouse provides information on the six Programmes and encompasses the database on worldwide SCP policies and initiatives. The updated version will have a separate space for each of the Programmes, including information on the project portfolio and initiatives undertaken by the MACs. There will be state-of-the-art tools for communication and networking to enable members to efficiently connect, share and collaborate. The interviewed CDs mentioned the urgent need for the upgraded Clearinghouse, as well as its high potential for knowledge and information exchange.
130. The 10YFP communication strategy of 2013 was not fully satisfactory and a new communication strategy was under development at the time of the evaluation. Still to be achieved is the availability of country level SCP profiles, on the clearinghouse.
131. The coordination desks of the Programmes will manage “their” programme space. An issue raised by many interviewees was to what extent information in the clearing house would be cleared, analysed and disseminated.
132. Since the new Clearing House has just been established and is not yet fully operational the finding is that the output has been partially achieved.
133. **Component 5: An efficient 10YFP Secretariat, fulfilling the functions of the 10YFP and operationalized Trust Fund. Enhanced cooperation with UN Agencies, governments and Major Groups and stakeholders.**

Indicators	Status
Number of Board meeting organized and support provided [target: 3 meetings]	Produced 5 meetings of the 10YFP Board have been organized (Oct. 2013, March and Oct. 2014, May 2015 and June 2016).
Establishment of the UN Agency SCP Network and number of UN agencies and stakeholders participating in it [target: 1 UN inter-agency network]; and number of UN Inter-agency meetings organized and supported [target: 2]	Partly produced The 10YFP UN Inter-Agency Coordination Group was established in May 2013, with 19 UN bodies. 3 meetings of the 10YFP IACG were organized (May 2013, May 2014 and November 2016).
Number of nomination of National Focal Points (NFP) and Stakeholder Focal Points (SFP)	Produced 124 National Focal Points and 58 Stakeholder Focal Points representing 8 Major Groups have been nominated. The Secretariat is actively collaborating with NFCs but the Stakeholder Focal Point network has not been activated
Number of trainings to NFP and SFP [for NFPs : 8 webinars, 3 workshops, and to SFP: 7 webinars and 2 workshops]	Partly produced - For NFPs, 3 webinars were organized and 3 meetings / workshops (WEOG in 2013, Africa and South East Asia in 2014). For SFPs, 5 webinars were organized in 2014, and one meeting during UNEA (June 2014).
Development fund raising strategy [target 1]	Partly produced In 2014, a Resource Mobilization Strategy

	was developed for the 10YFP, presented to and endorsed by the 10YFP Board but a new one was developed in 2016. An inventory of financial mechanisms relevant to SCP was developed and disseminated to the programmes in 2015.
First call for proposals of the Trust Fund is launched and projects are selected	Produced - Trust Fund Operationalized. The first call for proposals (on SPP) under the 10YFP Trust Fund was launched in Oct. 2014. Four other calls for proposals were launched in 2015 (CI, SLE, STP and SBC). Projects were selected for the SPP (3), CI (3) and SLE (6 - with additional support from Japan).
Report on added value of SCP and root Causes of unsustainable patterns of C&P [target 1]	Produced The final draft of the publication on behavioural economics for SCP is under preparation. A report on business case studies showing that SCP matters has been developed.
Organisation of the first international multi-stakeholder meeting [target: 1 meeting]	Produced In 2015, the first international meeting of the 10YFP was organized in parallel with 2030 agenda negotiations in New York, USA (May 2015).

134. The output for component 5 was not part of the original (2012) Project Document but figures in the final one, of 2013. As mentioned above this component and output is different from the others and does not comply with the definition of output; the products or services which results from a development intervention and which are relevant to the achievement of outcomes. The Secretariat staff, financed by the project, should rather be regarded as inputs and the efficiency of the Secretariat ought to be reviewed under efficiency rather than effectiveness.
135. However, many outputs have been produced under this component and the finding is that the component output has been produced. To this category belong organized meetings, established networks, organized trainings and webinars, calls for proposals, ToRs for various functions etc..
136. The Resource Mobilization Strategy of 2014 was in the process of being revised. **The mobilization of adequate financial resources from multiple sources** in support of implementation in developing countries and countries with economies in transition were mentioned in the 10YFP founding documents. Among these, multiple sources, donor countries, international financial institutions and the private sector are explicitly referred to.
137. Another output was an **operationalized Trust Fund**, administered by UNEP as the 10YFP Secretariat, to receive and mobilize resources in a stable, sustained and predictable manner to develop SCP programmes in developing countries and countries with economies in transition. A 10YFP TF was set up for un-earmarked contributions to organize calls for project proposals addressing SCP priorities and needs of developing countries and countries with economies in transition. The projects were to contribute to the achievement of the 10YFP goals, vision and principles, and to the implementation of the 10YFP programmes. The TF is exclusively for projects in developing countries

and economies in transition. Up to 20% of the TF can be used by the Secretariat for strategic coordination of the 10YFP global platform.

138. The TF is mentioned in the 10YFP foundation document (A/CONF.216/5). The document states that the TF will be used to support the implementation of the 10-year framework of programmes in developing countries, such as providing seed money for developing and implementing programme proposals.
139. UNEP has established and is administering the TF, with oversight from the Board. Thus the TF has been operationalized, but it has been challenging to attract un-earmarked funding and the level of funding is below expectation. As an example Germany has donated USD 4.5 million to support the Consumer Information Programme but only 0.5 million is non-earmarked. Japan is a similar case.
140. While there is a good knowledge at the Secretariat of UNEP initiatives with potential synergies for the 10YFP, no mapping of relevant initiatives of other UN agencies have been done and the involvement of the IACG has been low.
141. In addition to what was mentioned above, the following outputs have been produced by the Secretariat:

Governance and structure

- 10YFP Board – Terms of Reference
- ToRs for National Focal Points
- Guidance for National Focal Points on SCP
- National Focal Point Directory
- IACG – Terms of Reference
- Terms of Reference for the 10YFP Trust Fund

Reports and other documents

- 10YFP Resource Mobilization Strategy (2014) – revision currently underway.
- Annual Reports 2012-2015
- Behavioural Science for SCP (advanced draft)
- Guidance on calls for proposals from the 10YFP Secretariat
- Monitoring to shift to Sustainable Production and Consumption Patterns in the context of the SDGs (advanced draft – final draft now available)
- Potential contribution of the 10YFP programmes to the sustainable development goals (Board paper)
- SCP for poverty eradication, competitiveness and climate change mitigation
- Sustainable consumption and production – Indicators for the future SDGs (discussion paper)
- Gender and SCP
- Sustainable consumption and production in the proposed Sustainable Development Goals – A paper from the Inter Agency Coordination Group
- Toolkit for 10YFP National Focal Points (draft)

- Sustainable Consumption and Production Indicators for the Future SDGs
- Communication and outreach strategy

Electronic documents and tools

- Global survey (presently analysed)
- Toolkit for National Focal Points
- Monitoring and evaluation framework (in process)
- Updated SCP funding mechanism (part of clearing house)
- UNEP/UNITAR course on SCP for Africa (contribution)

142. The outputs for component 5 have been partly produced. The **overall finding** of the evaluation team is that the Project has, to a large extent, been successful in producing the outputs foreseen in the project document.

C. Effectiveness: Attainment of project objectives and results

i. Achievement of Outcomes (from reconstructed TOC)

143. In the inception meeting, it was argued by Project staff that the effectiveness of the project should be assessed against its own outcome, which the Project was mandated to deliver and not against a reconstructed theory of change. There was agreement with the Evaluation Office and the evaluation team that this would be the principle of the evaluation and this is what was done under B. in the previous chapter. The reconstructed TOC presented above was constructed in order to present an alternative (improved) theory of change and to highlight design issues and for future reference. However, although a project should principally be assessed against the agreed objectives, which are the ones figuring in the project document, it is considered useful to also assess the performance of a project from a reconstructed TOC that might more appropriately reflect the actual situation.

144. In the reconstructed TOC the outcome is stated as *SCP is mainstreamed and scaled up at international, regional and national levels*. The finding is that it is likely that the project is contributing to this outcome but that it is not possible to assess to what extent this is being done due to the absence of a baseline. Neither did the evaluation team find information on what was the status of SCP mainstreaming at the end of the Marrakech Process nor what was the situation at the beginning of the Project.

ii. Likelihood of impact using RoTI

145. Due to various delays in implementation and the fact that resources to support the Secretariat have been below plan and expectation, it is not possible to assess, at this

stage, if the project outcomes are likely to lead to impact in terms of improved resource efficiency and sustainable lifestyles, with positive effects on the environment. In fact, the outcomes of the project are not yet achieved and this is one of the reasons for the second phase project.

146. However, if the SDGs, including SDG 12.1 are implemented at national levels and SCP is scaled up and mainstreamed in national policies and plans, it is likely that the impact will occur. No unintended, negative effects are likely.
147. Intermediate states will then be political support at various levels, formation of national inter-ministerial and stakeholder SCP committees, SCP mainstreamed in national policies and strategies and accompanying SCP action plans, high level of consumer and business awareness of SCP and adoption of SCP patterns. Another intermediate stage is that the UN family is actively engaged in SCP and achievements of SDGs.
148. As to the 6 10YFP programmes, their implementation will contribute to impact but this is not expected to be enough for SCP mainstreaming, considering that the scope of SCP is much larger than what is being covered and notably, sustainable transport, sustainable industry, sustainable SMEs and sustainable waste management are not directly covered. However, the Programmes are likely to contribute to SCP mainstreaming and to the achievement of impact.

iii. Achievement of project goal and planned objective

149. Here, the discussion will focus on the achievement of the project outcome or to what extent *the Global Platform for Action is established supporting and facilitating the mainstreaming and scaling up of SCP at the international, regional and national levels.* The second issue is to what extent *technical knowledge, information sharing and cooperation on SCP has increased at national, and regional levels.*
150. The finding of the evaluation is that a Global Platform for Action was in the process of being established at the end of the project. For the Global Platform of Action to be fully established, there is a need to have the Clearing House operational and used and more capacities developed at the national level to promote and implement SCP mainstreaming. Also to better support knowledge-management, information-sharing and cooperation on SCP, the clearinghouse will need to be fully functional and include relevant and up-to date information.
151. A positive development has been the designation of “ensuring SCP patterns” as a stand-alone SDG and this is likely to speed up implementation of the 10YFP. However, as the Programmes are generally in early stages of their implementation and the Clearinghouse has not been fully operational, it is not possible to state that technical knowledge, information sharing and cooperation on SCP has increased at national and regional level, to any significant degree.

152. To what extent the Project or the Secretariat has been able **to support the implementation or the mainstreaming of SCP** is not known. In fact, it is difficult to assess information as to what extent SCP regional strategies were implemented at regional levels or were implemented at national levels. The development of regional strategies had already started under the Marrakech Process but there does not seem to be a clear idea of what the actual status of SCP development and implementation was at the end of the Marrakech process and/or at the beginning of the Project under review. Indications are that the Regional Roadmap for Asia and the Pacific is under implementation with support from SWITCH Asia and the Project. A major issue is that no baseline existed or was developed in the early days of the project, against which this progress can be assessed.
153. Related to this is the fact that when the 10YFP was set up there was no reporting requirements and no clear targets or benchmarks as to what could reasonably have been expected when it came to SCP mainstreaming at regional and national levels. In summary, there was no M&E framework, neither for the 10YFP nor for the Project. The evaluation team welcomes the fact that an M&E Framework has been developed for the second phase project, which started in October 2016.
154. In fact, it is challenging to assess the achievement towards project goals and planned objectives since the indicators used are vague and an M&E Framework was developed only in 2016. As mentioned above, some of the indicators used in the logical framework do not capture achievement of results. Moreover, there is no baseline for most of the results or indicators. The survey on SCP national policies and initiatives was a worthwhile initiative and the survey will be of use to evaluate the next phase of the Project, but was launched too late to be of use for the project under evaluation. There will still, however, be a problem to assess changes in SCP patterns since no baseline exists for this aspect.
155. High quality reports were drafted towards the end of the MP, notably the final report "Paving the way" and the "Global outlook on SCP policies", but these mainly present cases and initiatives and do not go as far as making a comprehensive analysis of status, gaps and challenges and what works and what does not in developing and implementing SCP policies and could not function as baselines for the 10YFP. Neither is it known how the Project builds on the regional strategies developed (under MP) for Africa, the Arab Region and the Caribbean and to what extent developed national SCP strategies are being implemented or if initiatives of the MP Task Forces are being used or scaled up.

The Chilean experience

156. The evaluation takes note of successful examples of SCP mainstreaming at the national level which proves this can be done. Chile, as an example, now has an inter-ministerial SCP Programme. This is a result of joint efforts within the Government and beyond, to assess the status of SCP implementation, identify ongoing initiatives and the development of targets and indicators for an SCP action plan. There is a high level of

commitment on behalf of the Government and the Ministry of Environment is clearly championing the Green Growth and SCP agendas and actively coordinating SCP mainstreaming. Important Milestones have been a Ministerial Resolution to create an inter-ministerial committee. This committee now has 25 members and meets every two months and an important output of its work is a National SCP Programme, which was endorsed by the Council of Ministers and forwarded to the President. The National SCP Programme was approved in 2016. Limited accompanying financial resources are seen as a constraint but not hindering progress.

157. The Chilean SCP programme is a cross sectoral programme and actors from a broad range of Ministries are involved, including, for instance, the Ministry of Agriculture working on a policy on sustainable agriculture. A small working group has been established and there is cooperation with business associations and the association of small producers as well with universities and NGOs. A protocol for sustainable agriculture has been developed encompassing 10 principles.
158. The programme has 12 lines of action and for each of the lines of action, a plan of action is in the process of being developed. Additional budgetary resources have not been forthcoming on a national level but the partnering ministries use established programmes and budgets to foster and implement SCP actions "*resources are not as important as legitimacy*". There will be a need to mobilize additional resources for some of the actions, however, and the possibility to access climate change funds will be looked into. The inter-ministerial nature allows for the sharing of experiences and practices.
159. We also find progress in the field of sustainable Public Procurement, championed by the Chilean National Purchasing Agency, promoting purchases with high societal value in terms of poverty alleviation or environmental sustainability. Actions include Guidelines for buyers and the Agency is benefitting from being a MAC member.
160. Among identified success factors, we identify active national stakeholder groups with participation of universities and NGOs and holding holistic discussions on sustainability issues. There is a good level cooperation within and beyond the public sector and many ministries are involved in more than one programme area.
161. There is now an evolution to the development and implementation of action plans, incorporating the formulation of SMART targets and indicators. The Cleaner Production Council, belonging to the UNIDO/UNEP network of Cleaner Production Centres have become an important partner and are expected to fulfil an important role in the implementation of action plans, not the least in areas of training and audits. A good practice was the mapping of national initiatives. The regional SCP strategy was only of marginal utility according to interviewees. Most importantly, the National Programme on SCP is being implemented and the monitoring system is being developed.

Windows of opportunities and challenges

162. The Secretariat has devoted time and resources to promote the inclusion of the SCP as one of the SDG targets. This bore fruit and now SDG 12.1 focuses directly on SCP and there are SCP dimensions in other goals and targets. This is likely to contribute to the implementation of 10YFP in terms of mainstreaming SCP and in changing to more sustainable consumption and production patterns. It is also likely that financial resources will be allocated to the achievement of SDGs, at international as well as national levels, and that this will lead to enhanced resources for SCP initiatives. There is now considerable political recognition of SCP and in some cases, commitment and SCP is clearly established on the development agenda. As funds for Climate Change mitigation will become available, it is expected that some of these funds can be mobilized for the promotion of SCP.
163. At the same time, financing needs to be accompanied with institutional capacities and many countries are still in need of enhanced capacities in order to mainstream SCP. So far, institutional capacity building has mainly been delivered and promoted through regional meetings, E-learning and the NFP toolkit has been developed. There is a case for a more holistic and needs -based approach to capacity building, starting with needs assessments and the identification of gaps, not least at the national level. Some Programmes have a longer results chain leading to sustainable production than for instance the SWITCH programme which is directly working with sustainable production and agriculture. The 10YFP pathways go via, for instance, consumer information and public procurement, which are valid pathways, but in order to attract funding, the Secretariat and the Programmes needs to show, for instance, that consumer information really impacts on sustainable development and how. Moreover, in order to achieve the outcomes and work in a strategic and structured manner, the Policy Survey results are needed both in order to identify gaps and needs for assistance and also to have a baseline against which progress can be measured.
164. Changes in SCP patterns are even more difficult to assess than to what extent there has been progress in SCP mainstreaming. In this case also there is no baseline, except for a survey conducted by the Consumer Information programme MAC. This is, however, one KPI developed for the 10YFP. The work on SCP indicators is appreciated by many stakeholders (internal and external) and will also contribute to better evaluability of 10YFP projects in the future but for this project, the evaluability of the achievement of the Project Goal was low.

D. Sustainability and replication

165. The Project and Secretariat collaborates with 450 institutional partners. Many partners are at the Programme level and it is likely that tools/guidelines and policies developed by the Programme will be used and replicated. But it is too early to assess if this is done or will be done as tools have not, with some exceptions, been fully developed or

tested and Trust Fund projects have not been implemented, evaluated and up-scaled. These projects have good potential for replication but are just in the process of being started. As the Flagship projects have not been funded, we cannot talk about the sustainability or replicability of those. However, one IKI-funded large scale project in the Consumer Information programme is now making significant progress on implementation. Moreover, the Programmes and the Clearing House are expected to offer excellent opportunities for experience exchange and learning but this is also too early to assess.

166. The fact that there is a second phase project with very similar objectives, approved and started, is in itself an indication that additional efforts are needed in order to have sustainable results and this was to be expected. Sustainability will rather be an issue of the newly started phase 2 project which will more or less coincide with the end of the 10 Year Framework and when implementation of the 2030 Agenda and the SDGs can be expected to be in full swing.
167. Frameworks such as the 10YFP are complex and need time and resources and, after all, this is a 10 Year Framework. Thus, this Project's sustainability needs to be seen in the context of being a phase one of a wider initiative. The infrastructure and outputs of the Project (programmes, clearing house, MACs, capacity building, national mainstreaming) need further support and strengthening to deliver on their objectives and to achieve sustainability.
168. At this point in time, the ownership and political support can be seen as having increased with the embedding of SCP as a transversal objective across the SDGs, and the *socio-political sustainability* is assessed as strong with the reserve that gender and HRBA aspects need further attention.
169. As the EC agreed to finance a second phase project the *financial sustainability* is presently good. However to what extent there will be financial back up from the donor community, up to 2030, for the SCP-related targets across the SDGs is unknown but likely. The financial risk is that the Programmes will not be adequately funded to support changes to more sustainable patterns of consumption and production in their areas/sectors.
170. The *10YFP institutional framework* is established on an overall level and for the 6 Programmes. However, SCP, as already mentioned, goes beyond the 6 Programmes and to what external initiatives will be supported or even captured is uncertain. There is a risk/chance that the 10YFP might be overtaken by the SDGs in that the 10YFP itself will not be supported as a separate entity. Furthermore, the internal UN Environment accountability framework for the project needs to be strengthened (integrated in PIMS). The Project is clearly expected to have *sustained effects on the environment*.
171. One of the strengths of the Project is its catalytic role and replication potential that are expected to be tapped in the next phase, especially if there will be increased funding of the Trust Fund and funding of flagship projects. Working on the consumer side, the

potential for catalysed behavioural changes are high and SCP mainstreaming at national levels means that there is institutional and policy uptake. There is equally a potential of NFPs becoming national change agents but this has not yet materialized on a larger scale. In respect to replication, it is noted that no information is available on the extent to which there was replication of initiatives launched under the Marrakech Process.

172. The many partners at the Programme level offer opportunities for upscaling and replication. For instance, the Consumer Information Programme has 300 partners, out of which many belong to the civil society with advocacy as a key activity. There are also the NFPs who can bring initiatives, tools and learning to the national arena, also with potential multiplier effects. In this respect, sustainability and replication are more likely, at the national level, when there are national SCP committees and sub committees for technical/sector work. To have a National Focal Point is not enough but needed to establish an institutional framework at the national level though the promotion of: national round tables, formation of a SCP committee, development of SCP Policy, development of SCP Action plan and the development of Laws/regulations.

E. Efficiency

173. This chapter will discuss efficiency in terms of cost-effectiveness and timeliness of the execution. The implementation issues mentioned above and the relatively small Secretariat will be taken into consideration.
174. A general finding is that UNEP is well positioned to host and manage the 10YFP and has in-depth expertise in the area of sustainable consumption and production and in the six programmatic areas. There is a high level of commitment and buy-in of UNEP management and staff. Also discussed is to what extent results of the Marrakech process have been used and there has been synergies and cooperation with other UNEP, UN and EC initiatives.

Timeliness

175. Delays were frequent and resulted in a non-cost extension of about one year, but are not found to have significantly affected project execution or effectiveness. In addition to the reasons for the delays mentioned above, the project was overambitious in relation to the resources and time at its disposal.
176. The establishment of the six Programmes were time consuming and experienced significant delays. The process to establish the MACs took too long, according to many interviewees and the working modalities for the MACs should have been developed before the MACs were constituted – *“It was surprisingly laborious to get the programme started”*.

UNEP synergies and cooperation

177. The potential for synergies and cooperation with other UNEP programmes, not the least the SWITCH projects and the Green Economy programme and projects, are great. But, it was frequently evoked by interviewees that programmes and projects are overlapping and that causal relationships were not clear. Knowledge sharing between UNEP programmes is unclear and was not actively promoted and various platforms do not interact. In fact, many programmes of UNEP work in areas similar to SCP and have similar objectives. To this category belong Green Economy (the PAGE project and the Green Economy Initiative, which includes the Green Growth Knowledge Platform, which to some extent overlap with the objectives of the SCP Clearinghouse), the Resource Panel, RECP, RIVU and the SWITCH and Climate Change programmes. Many interviewees pointed out that UNEP projects, with similar objectives work in silos with little cross fertilization.
178. Synergies between different UNEP programmes are frequently mentioned in UNEP programmatic and strategic documents, including for the 10YFP. There is even a Coordination Diagram in the 10YFP Work Programme where coordination and synergies are envisaged with the Green Growth Knowledge Platform and the Special Programme on Greening Economies in the Eastern Neighborhood and Central Asia is often brought up as an example of a programme with a large scope for coordination but it was difficult to find concrete examples of synergies actually occurring.
179. On a positive note, fruitful collaboration had been established with the SWITCHAsia programme and the fact that the 10YFP Secretariat and this SWITCH project had the same overall manager has contributed to this. The Secretariat has been using the SCP Policy Toolkit developed by SWITCH Asia, and there have been joint meetings at the regional level. The potential for deeper collaboration is great and especially during the second phase 10YFP project, with more actions on national levels and where the Project could complement and build on conducted SCP assessments and implemented capacity building. It was also noticed that the Resource Efficient and Sustainable Production Centres are directly involved in implementing SCP initiatives in 19 countries through the SWITCH Asia programme and there is a potential for 10YFP to initiate cooperation with this network.
180. There is also an SCP project "Sustainable Consumption and Production in Brazil" which is managed by the Regional Office but without any close collaboration with the Secretariat. Other UNEP programmes with similar objectives and scope for collaboration are, Sustainable Buildings and Construction, Sustainable Food Systems, Sustainable Tourism, Public Procurement and Consumer Information and here we find cooperation through the Programmes/MACs. There is also a high level of complementarity between 10YFP Programmes and UNEP areas of work. This has some advantages as UNEP is able to draw on in-house technical expertise for a majority of the Programmes and piggy-back on the work already done.

181. The 10YFP Secretariat staff see SCP as an engine of the process to achieve an inclusive green economy. The two programmes have different lines of action, the Green Economy programme mainly working with macroeconomic policies, but there is also recognition that a green economy cannot materialize without SCP patterns. There seems to be scope for a collaborative division of labor and vision but also a need to explain the relationships; to what extent one leads to the other or one is needed for the other to materialize and to map complementarities and casual relationships.
182. According to many interviewees, the relationship between Climate Change and SCP needs clarification. The same was noted by some of the NFPs in the survey conducted by the evaluation. Germany and Japan use climate change funds to support 10YFP activities and as climate change funding is increasingly becoming available it is important for 10YFP initiatives to be able to tap into this funding modality.

UN cooperation and coordination

183. Some UN agencies are active members of MACs (HABITAT, FAO, ITC, UNWTO) but with others there are no close collaboration (UNIDO and UNDP). As to specific UN cooperation, UNITAR (in cooperation with SWITCH Asia) developed a distance learning module on learning and skills development for SCP, targeting policy makers. The work started under SWITCH Asia and was adapted to Africa and Latin America. UNEP, including the Secretariat, provided technical inputs. There are clear upscaling and dissemination possibilities, at marginal cost and also a potential to develop e-learning in related areas, such as the development of SCP action plans.
184. Stakeholders from UN agencies argued that there was potential for more collaboration and synergies with their SCP-related or green programmes but that there was little cooperation with the 10YFP, one reason being lack of incentives. The Secretariat Work Programme (WP) of the new phase project entails a mapping of relevant initiatives of UN partners, which is a positive development but seems a little bit “late in the day”.
185. The involvement of the Private Sector has, overall, been challenging. One programme with good experience of involving the private sector is the joint UNEP/UNIDO programme on resource efficiency and cleaner production, working with the private sector through a network of national Resource Efficient and Cleaner Production Centres (RECPnet). But these centres, although mentioned as a possible means of implementation in the RIO+20 foundation document and the Project Document, have not partnered with the Project to any significant degree. Not to be forgotten is the Global Compact of UNDP and the Green Industry Platform of UNIDO, both with mandates relevant to SCP but not partnering with the 10YFP. A perceived added value of the 10YFP as well as a foreseen efficiency driver was the leveraging of tools of different agencies.

Collaboration with Governments through National Focal Points (NFPs)

186. Early on in project implementation, Member Governments were requested to appoint NFPs to collaborate with the project and to coordinate national-level activities and inputs. This was a good approach and could, to some extent, compensate for a lack of country presence and enabled the Project to reach out to countries, on a global level. The NFPs, generally, came from Ministries of Environment and had relevant SCP knowledge. Meetings of NFPs have been organized, including at the regional level but NFPs have not been used to any significant extent in project implementation.
187. The NFPs have the potential to serve as champions and facilitators of SCP and to reach out and disseminate information and promote SCP at the national level. However, NFPs/Alternate NFPs interviewed by the evaluation team have very little knowledge on what is going on at the level of the 10YFP Programmes and are curious to know what is happening in the MACs and about tools and guidelines developed. There is a big emphasis on capacity building in the project document but the evaluation team notices the absence of capacity needs assessments or capacity building strategies for NFPs.

Cost effectiveness

188. The Project has focused on drafting publications, organizing regional meetings, establishing a clearinghouse, six Programmes and a Trust Fund, as well as ensuring that the objective of SCP was embedded in the 2030 Agenda for Sustainable Development. To what extent all these actions are cost effective means to support the mainstreaming of SCP is not known.
189. The work on regional strategies is contested and many stakeholders claimed it would be more efficient to have worked on the national level, where decisions are being made and funds allocated. Still, regional meetings and round tables have been cost-effective means to promote and advocate for SCP and to raise awareness of SCP issues and the 10YFP Programmes for a group of countries and stakeholders at the same time. There has also been valuable exchange of experience and challenges. Regional Strategies have resulted in regional action plans but there seems to be limited follow up and implementation. Moreover, more support is needed to ensure that regional action plans are brought to the national level for discussion and adaption.
190. An identified efficiency issue was that many outputs had not been finalized but remained in draft forms for an extended period of time. This was the case for many of the documents elaborated, for instance the Fund Mobilization Strategy and 10YFP Work Plan for 2016-17. The development of the revamped clearinghouse took too long according to some stakeholders and was partly due to delays in procurement. Both representatives of NFPs and UN agencies brought up the fact that they attended meetings organised by the 10YFP Secretariat and that the meeting in itself was good but that there was no follow-up and not even minutes or action points circulated. NFPs also bring out the fact that there have been no results presented or feedback provided on the NFP survey conducted in 2015.

191. The under-endowment of the TF meant and the lack of funding for Flagship Projects meant that the effort that went into the preparation of related project proposals were often fruitless. There is also lack of clarity of the function of a Flagship projects. Presently, about USD 3 million are available for Trust Fund projects and a total of USD 500,000 is being allocated for each Programme for an initial set of three projects per programme. This is not likely to generate significant effects on SCP mainstreaming or changing SCP patterns. Moreover, calls for Trust Fund proposals led to hundreds of project proposal and the review of these proposals caused big workloads for MACs and for the Secretariat.
192. The TF is managed by the Secretariat and the selection of the pilots entailed lengthy processes and discussions between the Secretariat and the MACs. Considering the relatively small amounts involved, the procedures seem overly complicated and there is room for more delegated authority (with accountability and reporting obligations) to the MACs, when it comes to deciding on pilot projects. Also the need for a Member State Board approval is questionable, considering the small budgets of the pilot project and the same can be said about Board approval of MAC Work Programmes. MAC members call for more delegated responsibility to MACs including the selection of pilot projects for TF funding. One Programme had to review 120 project proposals and *the effort was too big for the task*. Moreover, the disbursement of funding for the approved Trust Fund projects has been slow. The Secretariat is aware of these issues and is taking action.
193. The MACs have been successful in mobilizing a large number of relevant institutional partners and many of these contribute in a substantial manner (at little cost to the Project/UNEP) to Programme activities. The fact that the private sector is not well represented is a draw back. Another challenge has been to work on concrete issues and initiatives. There is a certain disenchantment among MAC participants because of the lack of concrete results. In addition, the limitations on project funding have been a disappointment. Some MAC members state that the possibility to access funding was their main reason for joining the MAC. The need for standards, for instance on sustainable construction or sustainable procurement, comes out clearly and seems to be efficient ways of promoting SCP and some MACs are moving in this direction. Experience exchange and the sharing of best practices is another area where there is scope for collaboration within the MACs and Programmes.

Governance

194. For a Programme/Project of the size (budget, Secretariat staff) of the 10YFP, there is a complex governance structure. As one interviewee put it, there is an “overkill of governance bodies and procedures”. In addition to reporting to the 10YFP Member States Board, there was reporting to UNEP management and through this channel to the UNEP Governing Council/ Environment Assembly. On top of this, there is ECOSOC as an “Interim Reporting Body”. For how long or until when, has not been defined. There will also need to be reporting on the SDGs and for UNEP on Goal 12 although reporting obligations of UN agencies have not been elaborated. It seems as if expectations were

that the 10YFP would be a much larger framework in terms of budget and programmes than what has materialized so far and that this guided its structure and governance.

Use of the outputs of the Marrakech Process (MP)

195. The 10YFP is building on the Marrakech Process and the five original Programmes had their origin in Task Forces established during the MP. Common objectives are supporting the implementation of SCP and related capacity building. Various tools and guidance documents were developed under the MP and there were equally SCP regional and national strategies formulated. Certainly, the 10YFP and its Secretariat have benefitted from the results achieved under the MP. At the same time, the harvesting of the MP experience and tools could have been more systematic. The terminal report of the MP provides many case studies and examples of actions initiated, including at national levels, but without an accompanying analysis of what worked and what didn't and why or why not. In fact, there was no coherent results reporting at the end of the MP and no analysis of the scope for dissemination and upscaling.
196. Moreover, from the MP reporting, it is difficult to get a clear picture of what had been achieved in terms of SCP mainstreaming and what were the status or gaps when it came to the development of national actions plans. A mapping on the status of SCP implementation at the end of the MP could have constituted a good baseline for the 10YFP. The reports developed at the end of the process were rather descriptive and presented various projects and initiatives that had been implemented. We learn that 30 countries have or are developing national programmes on SCP but not what the next steps should be or how to move from there. To what extent the Secretariat or the Programmes have been using outputs of the MP is not reported on. Neither, on what happened to the MP pilots in terms of evaluation, upscaling and dissemination. It also seems as if some good quality tools of the MP have been forgotten, for instance the Guidelines on SCP policy development.
197. In addition to initiatives implemented during the MP, various SCP initiatives are also undertaken by 10YFP institutional partners, such as UN agencies. The problem is that very little stocktaking is taking place, globally, on tools being developed and used, best practices identified and established benchmarks.

Development of key performance indicators

198. A common statement from interviewees is that they do not know if the Secretariat is efficient in producing outputs or progressing on the achievement of outcomes. The need for more results-based reporting and dissemination of existing reports is obvious. Almost all interviewees find that the Programmes are working in silos. There is, however, a generalized view that the Secretariat is doing a lot considering their limited resources.

199. A positive development, expected to increase efficiency of SCP mainstreaming on a general level, is the work of the Secretariat on the development of Key Performance Indicators (KPIs) for SCP and of the alignment of 10YFP indicators in its M&E framework with a number of the SDG targets and their indicators.

Gender

200. Gender mainstreaming has not happened and reports do not provide gender disaggregated information. Women are very central in consumption but their voices are not heard. The gender and SCP report does not seem to have stimulated action.
201. In summary, the project has done a lot with limited resources and been efficient in delivering various outputs under the individual components and in working with different types of actors (Programmes and Board) but less successful in connecting actors at the Programme of global level. Moreover, many of the main outputs of the projects have not yet been provided to the partners (NFP Toolkit) and many of the reports are not known (gender, poverty, indicators, business cases) and the clearinghouse has not been used to any large extent.

Factors affecting performance

202. In this chapter we will discuss the factors and processes affecting project performance using the criteria provided on pages 12 to 15 in the ToR.

Preparation and Readiness

203. As discussed in Chapter I; Reconstructed Theory of Change there were inherent weaknesses in the Project Logical Framework as concerns the intervention logic, indicators used and the way outcomes and outputs had been formulated.
204. It was also found that the Project was not reviewed by the Project Review Committee, which probably would have spotted some weaknesses and proposed changes. In particular the project document could have been clearer on which results were to be achieved at the end of the project. The absence of baselines, against which progress could be measured was another issue. As to partnership arrangements, these were clearly defined, except for with the private sector and various management arrangements were foreseen.
205. According to the RIO+20 foundation document (A7Conf/216.5), " the framework should draw on such valuable aspects of such experiences such as the Marrakech Process, the Strategic Approach to International Chemicals Management and the national cleaner production centres" . However, lessons from the MP were not accounted for in the project document and there was no overall stocktaking as to what had been

achieved during the MP and lack of baselines regarding SCP mainstreaming and implementation. Moreover little use had been made of the network of national cleaner Production centres.

206. It was also noted that no terminal report was prepared at the end of the project but was to be prepared at the end of 2016 as per EC reporting requirement. However, a terminal report prepared in September would have enabled a final stocktaking on progress made in relation to the production of outputs and achievement of outcomes and constituted a baseline at the start of the next phase project. It would also have served as an up-to-date input to the evaluation.

Project implementation and management

207. Project implementation mechanisms (in the project document) were detailed and have been followed. The MACs have been established and are expected to become important implementation vehicles for the Programmes but the Flagship project development process was stalled due to lack of funding and the Programmes have not yet delivered at a larger scale. The coordination desks of the Programmes equally have the potential to deliver.
208. A lot of efforts have been devoted to establishing the 10YFP infrastructure and processes. As there were high transaction costs with reviewing 614 proposals for TF funding, the call for increased autonomy of the MACs seems well founded.
209. The upgraded clearing house was launched in the beginning of December 2016 and is expected to become an important instrument for project implementation, coordination and knowledge-sharing. Not least, many of the substantive reports issued by the Secretariat need to be better known and used. Coordination within UNEP and with other UN agencies have been sub-optimal and it is not known how UN agencies contribute to 10YFP implementation. A laudable initiative was the re-launch of the UN Inter-Agency Coordination Group in 2016.
210. The low endowment of the Trust Fund and lack of funding for Flagship projects were often given as reasons for the lack of progress in achieving the project's outcome by stakeholders. Moreover, the second (ongoing) umbrella project had a budget of USD 20 million but was largely underfunded. In addition, donor contributions have to a large extent been earmarked for certain activities or, in some cases, to be executed in the donor countries.
211. Despite these constraints the Project tried to the extent possible to implement activities as planned and was quite successful in doing this but with consequences for timeliness and in terms of not always finalizing activities/outputs that had been started. In short, resource constraints meant that available resources were stretched. On a positive note, the relationship between the Board and the Secretariat has been excellent and the Secretariat has been attentive to strategic guidance from the Board.

Stakeholder participation, cooperation and partnerships

212. The fact that the Project had 450 institutional partners is a great achievement but there is a need for a deeper stakeholder involvement. The involvement of the member states was obvious at the inception stage and, after all, the 10YFP is a UN member state framework, adopted at both the level of RIO+20 and the General Assembly.
213. The NFP network was established but has not been activated. The development of the NFP tool kit is useful but NFPs need more support (capacity building) and meeting places. It will also be important to connect the Programmes and the NFPs.
214. National Focal Points feel unclear about their roles and the NFP network is not capacitated or used to any significant degree. The global survey on SCP policies had a low response rate. There was a similar situation with the survey to the NFPs and Alternate NFPs launched by the evaluation. The Stakeholder Focal Points have not been engaged in project implementation.
215. The IACG did not meet for two years and the involvement of some UN agencies in implementing the 10YFP is low despite relevant mandates and programmes (UNDP and UNIDO).
216. There was, on other hand, a very high level of ownership and commitment from within UNEP and UNEP clearly benefited from opportunities for fund raising and to showcase UNEP initiatives. Except for close collaboration with the SWITCHAsia programme, there was little concrete collaboration with other functional units and no internal coordination mechanism was put in place. Moreover, projects with similar objectives work with different National Focal Points. Regional UNEP Offices have been involved in the preparation of Regional Meetings and Roadmaps.
217. The MACs proved to be a good instrument to involve various stakeholder groups in specific initiatives. The clearing house is expected to become another important vehicle for cooperation and knowledge sharing. There is also a potential for south-south cooperation and countries having progressed in terms of SCP mainstreaming assisting others.
218. Despite all the good intentions and the inter-agency nature of the Framework, UNEP assumes a role which goes beyond project management and is clearly in the lead. For instance, at a "Multi-stakeholder Workshop on SDG-related targets and indicators", held in Paris in 2014, there was a good level of representation of Government partners but no other UN agencies, except for UN Statistics intervening via video link, was present. The "firewalls" that were to be erected between the 10YFP Secretariat and UNEP, in order to make it a multistakeholder and interagency programme, have not always been there.
219. According to the founding (RIO+20) document, 10YFP was to promote the engagement of the private sector in efforts to achieve a shift towards sustainable consumption and

production, particularly sectors with a high environmental and social impact, including through corporate environmental and social responsibility. However, it has proved difficult to mobilize the private sector.

220. There are ongoing programmes from other UN agencies with good experience of involving the private sector, for example, the joint UNEP/UNIDO programme on resource efficiency and cleaner production, working with a network of national Resource Efficient and Sustainable Production Centres, the UN Global Compact and the Green Industry Platform of UNIDO, all with mandates relevant to SCP. However, cooperation has not been initiated with these programmes.

Communication and public awareness

221. Activities of the 10YFP Secretariat need to be more visible and there needs to be more brokering of information on how SCP is mainstreamed and consumption and production patterns are changing or can be changed. Stakeholders need to be better aware of the added value of the Programmes and the fact that sustainable consumption is an impact driver for sustainable development.
222. The various aspects of the 10YFP are not widely known and there is limited interaction and information sharing between different entities; the Programmes/MAC do not interact with National Focal Points and national participants of inter-ministerial committees are not aware of the MACs or of what is being developed in the MACs. As an example the Head of Sustainable Construction in Chile did not know this was a 10YFP programmatic area.
223. Many Programmes would like and are in the process of developing activities for social media. At the same time, there are already a lot of messages, for instance on youtube, showing the importance of sustainable consumption, sustainable clothing, sustainable food systems etc., etc., that could also be used to promote SCP. Also, the 450 institutional partners could be increasingly mobilized as communication agents.

Country ownership and drivenness

224. As mentioned above, the 10YFP is a membership agenda that came out of RIO+20 and a General Assembly resolution. The project worked predominantly at global and regional levels and had not been driven by governments in its implementation phase. For the next phase more country level implementation is planned and there will be a need to empower and capacitate NFPs to become agents of change and to translate regional SCP strategies into country-owned national strategies and engage ministries beyond the traditional locus of SCP in the Ministry of Environment.

Financial planning and management

225. Board members find it difficult to see the whole picture of the overall funding available to implement 10YFP. This was also a challenge to the evaluation team. The financial

planning and management of the Project was professional and there were only small variations between the budget and actual project costs. Disbursements have, however, often been slow due to challenges with UNEP's administrative system, which was being changed during the implementation of the project and the fact that the Project had asked for, and was provided with, an incorrect allocation of 100 per cent of the EU budget instead of the 90 per cent regulated in the UNEP-EC Cooperation Agreement. Funding had not materialized as expected, neither for the umbrella project nor for the Trust Fund. Leveraged financial resources were at a low level but there have also been important in-kind contributions, such as the provision of 20 persons to man the coordination desks and the UNEP in-kind contribution. The evaluation did not come across any (except for the above) irregularities in financial or human resource management.

Supervision, guidance and technical backstopping

226. The evaluation has nothing to signal when it comes to supervision, guidance and technical backstopping. The project has been responsive to guidance from the Board. The Secretariat is headed by a UNEP staff member at the Director's level, who is very competent in the area of SCP. However, considering the size of the project it would have been an advantage if the project had been included in PIMS and benefited from the required 6-month reporting. Only the umbrella project is in PIMS and the Project is present as an accounting line. However, as the objectives, outcomes and outputs of the Project are somewhat different from those of the umbrella project, this means that there is no reporting, in PIMS, on the foreseen outputs or outcomes. There was no M&E framework in place for the first phase of the project – details to follow below – which would have enabled a more adaptive management.

Monitoring and evaluation

227. In the last year of the Project, a monitoring and evaluation plan was developed, to be used during the second phase project. No such M&E plan was developed for the first phase. On the other hand, the Project was actively involved in the development of SCP indicators for the SDGs and produced some very good reports to this effect.
228. Monitoring of progress towards the achievement of Project results in terms of SCP mainstreaming or the development and implementation of national SCP policies, strategies and action plans would, in addition, need baselines against which progress can be assessed and reported. It should also be noted that monitoring of SCP mainstreaming is not easy and to monitor change in sustainable consumption and production patterns would be even more challenging and it is laudable that the Secretariat would like to attempt this.
229. As no baseline on SCP mainstreaming or SCP policies existed and the foreseen hotspots analysis was not conducted, the information needed to work strategically with SCP mainstreaming did not exist and it was not possible to develop impact pathways. Many of the activities of the 10YFP are similar to those of the Marrakech Process

(indicators, task forces, SCP mainstreaming, round tables) but there was no monitoring on the uptake of MP outputs.

230. Monitoring of the implementation of a global framework poses its own challenges. Should it cover 10YFP implementation or only project implementation? Should monitoring be at the level of Programmes or for SCP related initiatives in general? It is indeed difficult to get a clear picture regarding the progress on implementing SCP initiatives, within and outside of the 10YFP. Moreover, there is confusion as to what is included in the 10YFP; only initiatives of the six 10YFP programmes or SCP, in general, for example: does 10YFP encompass activities supported by the Secretariat or what is done globally to promote SCP, including at the regional and national levels? Does 10YFP encompass activities implemented by the UN? Institutional partners? Countries? Private sector? Clarifying the scope of 10YFP will be important to define the scope of the 10YFP mid-term review, planned for 2017 and for the next phase project.
231. In June 2016, the Board recommended that SCP initiatives that were not part of one of the six Programmes or related initiatives should also form part of the 10YFP. In this context, it was recommended that SCP related initiatives should be mapped.
232. Finally, the inherent weaknesses of the Logical Framework, for instance that indicators did not match the outputs, have also been detrimental to monitoring. A risk analysis was presented in the project document but was never revisited or updated.

V. Conclusions and Recommendations

A. Conclusions

233. The 10YFP is a comprehensive framework (Section III E) with an ambitious mandate (Section III B), probably too ambitious for a ten year framework and the inclusion of the 10YFP in the SDGs is an indication of this (paragraph 97).
234. Since the Project supports the Secretariat for 10YFP implementation, this and future evaluations will also be important for reviewing the implementation of the 10YFP. The mid-term review, planned for 2017, will not be easy since there is no overall programme document with a comprehensive results framework for the 10YFP. It also needs to be defined what the scope of the 10YFP is and what the review should cover, more precisely whether only actions promoted by the 10YFP Secretariat? The six Programmes or all SCP-related initiatives of the UN? or of larger stakeholder groups, public as well as private? and whether the review should focus on global, regional or national levels? (paragraph 232). The fact is that that many projects and initiatives, beyond those promoted by or reported on by the 10YFP Secretariat, contribute to the achievement of the 10YFP.

235. The Project and the Secretariat have contributed to the achievement of 10YFP objectives in that a Global Platform for Action on SCP is in the process of being established (paragraph 152), SCP implementation has been supported, but there has been little progress in terms of mainstreaming and scaling up SCP at international regional and national levels (paragraph 154, 155, 156). Technical knowledge, information sharing and cooperation on SCP has increased. So far the Project has focused on developing processes and Programmes for 10YFP implementation but there is not yet an accelerated shift towards SCP and more efforts are needed to decouple economic growth from environmental degradation.
236. The relevance of the 10YFP (and the Project) is increasing with the SDGs, Paris Agreement and the New Urban Agenda (Section IV A). All 10YFP Programmes work in relevant areas but, at the same time, the largest areas of CO2 emission; transport, agriculture and industry are only being dealt with in an indirect manner (paragraph 101).
237. A lot of resources have been spent on putting the 10YFP infrastructure in place and the work on actually mainstreaming SCP, to change consumption and production patterns has been slow. In particular, there is a need to develop SCP policies and strategies at the national level. The regional strategies and road maps will be important inputs into this process but this will not be enough to promote mainstreaming of SCP at national levels (paragraph 115). Technical assistance is still needed to develop capacities for SCP mainstreaming at national levels, including for the National Focal Points, in order to enable them to drive the process of SCP mainstreaming and implementation (paragraph 121, 122).
238. The Trust Fund has been established (paragraph 36) but the endowment of financial resources has been below expectation (paragraph 54, 194, 212). A window of opportunity is the climate change funds, which are expected to increase. In this respect there is a need to provide guidance on how 10YFP implementation and SCP can combat climate change and reduce greenhouse gas emissions.
239. Moreover, the project has been successful in producing various outputs and in supporting various entities, including a Board, the six Programmes with their MACs and Coordination Desks, a network of National Focal Points and an Inter-Agency Coordination Group. Nevertheless, implementation has been slow due to various internal and external factors and there has to be more proactive use of the networks and stakeholders, for the achievement of 10YFP objectives (Section III E, paragraphs 185, 186, 187, 189, 213, 214, 216, 217) .
240. For a Programme/Project of the size (budget, Secretariat staff) of the 10YFP, there is a complex governance structure. In addition to reporting to the 10YFP Member States Board, there was reporting to UNEP management and through this channel to the UNEP Governing Council/ Environment Assembly. On top of this, there is ECOSOC as an "Interim Reporting Body". There will also need to be reporting on the SDGs and for UNEP on Goal 12 although reporting obligations of UN agencies have not been elaborated. Generally, MAC members complain about lengthy processes for the

selection of projects for Trust Fund financing and in approving the Work Programme of the MACs (paragraph 195).

241. The 10YFP constitutes an ambitious agenda and 10 years is a short period but the 10YFP and its Secretariat and the Project are clearly promoting change towards more sustainable consumption and production patterns. There is however a need to work more strategically, for higher impact and to do and share more analytical work on what works and what does not and why. Progress in mainstreaming SCP at the national level is slow but as the 10YFP infrastructure has now been established (Section III E), it is expected that the pace of implementing the 10YFP will be faster.
242. Another major change in the 10YFP environment is the adoption of the SDGs and the inclusion of SCP related targets. This will have consequences for the implementation of the Framework and will also have consequences for development funding and its architecture. Thanks to the efforts of 10YFP stakeholders, SCP has managed to become a core concept of the SDGs and put the shift to SCP patterns high up on the overall development agenda (paragraph 97).
243. A positive result is the large number (450) of institutional partners which have formally joined the 10YFP “movement” and representing public authorities as well as civil society (paragraph 100, 167). An effort is still needed to strengthen the participation of the private sector (paragraph 187). Six 10YFP Programmes have been launched (paragraph 127) but the substantive work has, for the majority of the Programmes, just started.
244. Civil society representatives often see the 10YFP as overly bureaucratic and there is a certain level of disenchantment, among MAC members, due to the slow process of establishing MACs and the fact that the TF has not been adequately endowed. In particular, the effort spent on developing flagship project was large and with no availability of funding in the end. Also the selection of Trust Fund projects was found to be too long and complicated. There are calls for more delegated responsibility to the MACs, including for the selection of Trust Fund projects. The provision of about 20 staff members to man the coordination desks of the MACs, although not all are staffed at a satisfactory level, is applauded and constitutes an additional resource-base for 10YFP implementation. (paragraphs 193, 194)
245. Even though the Programmes are expected to promote changes to more sustainable patterns in their areas, it is argued that the six Programmes will not be enough to implement the 10YFP. Additional efforts are needed at the national and global levels to promote SCP mainstreaming and changing consumption and production patterns. The Board and the Secretariat is well aware of this and the aspect will be given more attention in the next phase of the project.
246. The 10YFP is well anchored in UNEP, ILO, UNWTO, DESA and HABITAT but the ownership and involvement is weaker for some other UN agencies, notably working with production and SME development (UNDP and UNIDO). The fact that the UNIACC

has not been active has been detrimental to overall UN involvement and ownership. Many stakeholders find that the production and transport side of the 10YFP is not given proper attention (paragraphs 100, 101, 103), considering their effects on the environment and the foreseen involvement of the network of Resource Efficient and Cleaner Production Centers has not materialized.

247. The EC has shown its commitment to the 10YFP and a second phase project has been funded and launched. Financial contributions from other donors have been at a low level and there has been no funding available for the elaborated flagship projects and particularly difficult to attract non-earmarked funding. This has affected the implementation of the six 10YFP Programmes.
248. UN Environment, hosting the Secretariat of the 10YFP and implementing the Project under evaluation, has the motivation, management capacity and technical expertise needed to coordinate and support the implementation of the 10YFP. Many UN Environment projects and programmes also have a focus and objectives related to those of the 10YFP and there are strong potentials for synergies and knowledge-sharing. These potentials have not always been tapped and the difference in mandates between UNEP programmes are not always clear to outside partners but there has been fruitful cooperation with the SWITCH Asia Programme. Moreover, the Green Economy Initiative and PAGE complement the 10YFP in that they provide support to Government in analysing how the national economy can be greened and identifying areas for actions. This could feed into the mapping and gap identification phase in the establishment of a 10YFP (paragraphs 43, 44, 176, 179, 180, 181).
249. There are many UNEP, UN, bilateral, governmental and civil society programmes working in the area of sustainability (paragraph 222). Experiences need to be shared, best practices identified and benchmarks established and overlaps need to be avoided. The clearinghouse has the potential to become an important knowledge sharing tool, as well as the Programmes, for their specific areas (paragraph 131). But, there is also a need for the Secretariat to take stock of major initiatives and proactively share tools and best practices, beyond the Programme areas, for the mainstreaming of SCP. Not least, there is a need to broker the key information available on the many green or sustainability related platforms.
250. The fact that substantial implementation has been low is a challenge and the lack of concrete results have become a disincentive to invest funding. On the positive side, the Programmes/MACs and the NFP networks have been established and have the potential to become important vehicles in 10YFP implementation. The work initiated on developing SCP policies, guidelines and on pilot projects and the clearing house are catalytic in nature, with great potential for dissemination, outreach and upscaling. So far, little use has been made of the experience of the MP which had promoted a large number of initiatives (paragraphs 196, 197, 198).
251. In **summary**, the evaluation found that the Project was able to support the coordination and launch of the 6 10YFP Programmes but that this has not yet contributed to

implementation, mainstreaming and scaling up of SCP. Partnerships and synergies have been developed with many internal and external partners and programmes but deeper collaboration needs to be established with UNEP programmes working in SCP related areas and other UN agencies as well as with governments in order to effectively promote SCP.

Evaluation rating

252. In accordance with the TOR the evaluation had come up with individual ratings for the different evaluation criteria. Most criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU). In accordance with the practice of the UNEP Evaluation Office, Highly Satisfactory is only given when something is outstanding and exceeds expectations.

Criterion	Summary Assessment	Rating	Evaluation office (EOU) comments	EOU rating
A. Strategic relevance	Alignment to strategic priorities of UNEP and main stakeholders	HS		HS
B. Achievement of outputs	Outputs have been produced on a large scale; however, the clearinghouse is not yet fully established	S		S
C. Effectiveness: Attainment of project objectives and results	Outcome not fully achieved during this project phase	MS		MS
1. Achievement of direct outcomes	Not fully achieved	MS		MS
2. Likelihood of impact	Likely but too early to tell	L	Evidence of actual impact is not present at this stage, as per paragraph 145 "the outcomes of the project are not yet achieved » although impact is considered possible. ¹⁰	ML
3. Achievement of project goal and planned objectives	Project goal not fully achieved during this phase but basic project infrastructure in place. Many outputs produced	S		S
D. Sustainability and replication		L		
1. Financial	EC is funding a new phase project; however, reliance on one donor and resources for TF and Flagship projects uncertain	L	Financial sustainability is currently weak with only the EC committed as major donor for the support of the Secretariat function, the trust fund	ML

¹⁰ Examples of projects in the Resource Efficiency sub-programme also being rated as ML include UNEP FI and the Green Economy Initiative (GEI), in both case some evidence of impact is present, but several challenges and barriers are also present and several results along the casual pathways still need to be achieved (outcome or intermediate state level).

			has not been endowed as expected and financial sustainability after project ends depends on sustainability of outcomes (not yet achieved). It is however acknowledged that it is attainable if outcomes are achieved and sustainable. ¹¹	
2. Socio-political	Generally, high ownership with adoption of SDGs which should give a push to national implementation	HL		L
3. Institutional framework	10YFP infrastructure and 6 programmes established but SCP goes beyond 6 Programmes and a wider SCP institutional framework is needed to mainstream SCP	L		L
4. Environmental	Potential high effects on environment	HL		HL
5. Catalytic role and replication	Has catalytic potential, but not yet tapped	S	As per paragraph 173, there is no evidence yet of catalytic role and replication occurring, though it is acknowledged that is possible. ¹²	MS
E. Efficiency	Delays but cost effective; doing a lot with relatively little resources.	S		S
F. Factors affecting project performance	UNEP and the Secretariat is in the process of correcting many of the factors affecting project performance	S		
1. Preparation and readiness	Strong consultation process in preparation for RIO+20 document. However, no baselines, potential for improvement in formulation of outputs, outcomes.	MS		MS
2. Project implementation and management	Well implemented and responsibilities in Secretariat clearly defined. Many outputs produced.	S		S
3. Stakeholders participation and public awareness	Very high level of stakeholder participation. Some UN agencies not actively participating, as well as challenges in involving private sector.	S	The MS rating is given because at this stage, as explained in the note on this table, some key stakeholders are not involved as much as required to achieve the results.	MS
4. Country ownership and driven-ness	So far mainly implemented at global and regional levels and country ownership has yet not been tested.	S	The potential for country ownership and driven-ness is high, but so far the NFP "network has not been capacitated nor used to any significant degree » (see efficiency section and Recommendations, para 259).	MS

¹¹ Both UNEP FI (a) and GEI (b) achieved an L rating due to a) available and increasing financial commitments by members to support the achievement of results which are expected to be self sustaining and b) substantial funds already secured to ensure the progression towards outcome achievement and sustainability after project ends (e.g. thorough long lasting policy changes and implementation)

¹² Both GEI and UNEP FI achieved HS because of strong evidence showing that they led to new initiatives and thinking being launched (GEI and UNEP FI), had powerful champions (especially GEI) and there is evidence of many other organizations, governments and individuals taking up similar work independently.

5. Financial planning and management	Overall satisfactory but with some issues	S		S
6. UNEP supervision and backstopping	Project well supervised but collaboration with other UNEP programmes could be stronger. Reporting of umbrella project in PIMS superficial and not enough for proper supervision.	S		S
7. Monitoring and evaluation	No mid-term evaluation conducted. No M&E framework established for first phase project	MS		MS
a. M&E Design	M&E framework of good quality but a bit late	MS		MS
b. Budgeting and funding for M&E activities	Evaluation budget of adequate size was budgeted but not readily available. No budget for monitoring.	MS		MS
c. M&E Plan Implementation	Should have been drafted the first year of the project – late.	MS		MS
Overall project rating		S		S

B. Lessons learned

253. The following lessons learned have been identified:
- The Chile experience clearly demonstrates that progress on SCP mainstreaming can happen within existing programmes and budgets if there is political will and adequate inter-ministerial SCP policies, strategies and action plans in place.
 - Partners, including the UN and private sector need incentives to actively join a Framework such as the 10YFP. Funding can be such an incentive but partners are also willing to invest their time and join forces when the output is not only relevant at the Programme level but also for the participating institution/organization. For example, sustainable procurement guidelines can become a valid public good but can also be of direct utility to the work of the participating institutions and thus worth investing in.
 - In order to promote buy in and ownership of frameworks such as the 10YFP it is important to highlight that implementing the framework (mainstreaming SCP) at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development or achievement of Goal 12 and other inter-linked SDG targets.
 - A link to climate change will be important to mobilize additional resources and promote SCP implementation at global and national levels.

C. Recommendations

Recommendations to the Secretariat

254. **There is a need for Strategic focus**

- The 10YFP Secretariat should work more strategically and focus on achieving results in terms of SCP mainstreaming and changing consumption and production patterns.
- Review the scope of 10YFP (before the development of the scope of the 10YFP mid-term review), its intervention theory and the 10YFP/SCP indicators and promote alignment with SDGs.
- Major problem areas, in terms of unsustainable consumption and production patterns, should be identified and a plan of action (involving partners within and beyond UN Environment) developed to address these.

255. **The development of baselines, best practices, benchmarks and realistic objectives are needed to guide the next phase project**

- Proper baselines need to be developed to show where countries and regions stand when it comes to the development and implementation of regional SCP strategies and to what extent SCP is mainstreamed in national level decision making, including in strategies and budgets.
- Baselines and clear targets also need to be developed for 10YFP implementation, the Programmes and for sustainable consumption and production patterns.
- The logical framework for the next project should be reviewed in order to ensure alignment with RBM standards.
- Once proper baselines are established, the Secretariat should promote and facilitate the development of realistic objectives and action plans, at national levels, for the remainder of the 10 year period. The responsibility for developing the objectives and action plans should be entrusted to the NFPs/National SCP committees, who will be requested to report back to the Secretariat on a yearly basis. The Secretariat should analyse the national information and issue an overall annual report on progress made in implementing the 10YFP and a global overview on the status of SCP policies and strategies and their implementation.
- As 10YFP is a multi-stakeholder and UN-wide initiative, major SCP-related initiatives of the UN system and of other main stakeholders should be mapped in order to gain a better understanding of SCP implementation at the global level.
- The Secretariat should collect, analyse and disseminate information on best practices and benchmarks for the promotion of SCP and draw on relevant tools and experiences from the 10YFP Programmes but also from a wider community of practice.
- Best practices for the involvement of the private sector in the promotion of SCP should also be collected and shared.
- A report or factsheet showing the linkages between climate change and SCP, should be developed

- Information on how the productive side of SCP can be promoted should be collected, analysed and brokered, preferably with involvement of agencies such as UNDP, UNIDO, FAO, UNWTO and the World Bank and of the MACs.
- The establishment of best practices and assessments of what works and what doesn't should include projects and outputs of the MP. Specific attention should be given to the identification of impact drivers.
- Stocktaking and mapping of SCP initiatives in all MACs should be encouraged as well as the assessment of the utility of these initiatives for the larger stakeholder groups and for countries.

256. The 10YFP processes needs to be simplified and more autonomy given to the MACs

- More autonomy should be given to the MACs with the Secretariat assuming more of a supporting and coordinating role
- The Trust Fund Guidelines should be reviewed and simplified in areas of selection of projects to be financed (under the Trust Fund, approval of MAC Work Programmes and evaluation of Trust Fund projects).

257. Existing SCP-related networks and programmes need to be used for 10YFP/SCP promotion

- The RECP network should be mobilized for 10YFP implementation.
- More attention should be given to promoting activities at the national level and to work in closer collaboration with other UN and UN Environment partners, such as the Green Economy and SWITCH programmes
- The NFP network needs to be mobilized and capacity building of NFPs needs to continue and be based on solid capacity needs assessments and a capacity development strategy. The NFP toolkit needs to be made less descriptive and zoom in on how to involve, promote, mainstream.
- Help desks should be established to support NFPs in national SCP promotion and a list of resource persons, available globally or in the regions provided to NFPs
- There should be more coordination and collaboration between the 10YFP Programmes and between the Programmes and NFPs
- Outputs, such as meetings with stakeholder networks need to be followed up with action points, minutes and engagement of partners.
- Review the need for Stakeholder Focal Points at Global/Regional levels and to what extent stakeholder representation in MACs and national coordination committees could be sufficient.
- 10YFP clearing house needs to be linked to other platforms and initiatives promoting the greening of the planet

258. **Recommendations to UNEP Management**

- UNEP should develop a holistic results framework showing the relationships and causal chains between green economy, climate change, resource efficiency and SCP and how they contribute to UNEP overall objectives and SDGs.
- There should be more division of labour with other EC and UN Environment (and UN) programmes. For example, let the SWITCH programmes be responsible for supporting the formulation of national SCP policies and strategies and the development of National SCP action plans in their area of geographic coverage while the projects managed by the 10YFP Secretariat focuses on the promotion of SCP in other regions. Results could then feed into an overall 10YFP/SCP or SDG12 results framework, to be developed.
- UN Environment should prepare an overall annual report on 10YFP/SCP/12.1 implementation and progress in achieving outcomes and funding available. This report should be submitted to the Board and EA and be a synthesis of the mandatory annual project reports (also submitted to the board).
- UN Environment should have separate (at entry) reviews of projects above USD 1 million and include these in PIMS.
- The supervision of the operations of the Secretariat should be the responsibility of UN Environment management with the Board providing guidance on strategic issues. A mid-term review of the 10YFP is due in 2017 and should be preceded by an evaluability assessment conducted by the UN Environment Evaluation Office.
- The drafting of terminal or end of project reports should be the last activity of projects.

259. **Recommendations to the Board**

- The scope of 10YFP and the upcoming mid-term review should be clarified (in collaboration with the Secretariat). In particular there should be clarity as to whether the 10YFP goes beyond the 6 Programmes and interventions promoted by the 10YFP Secretariat.
- The role and mandate of the 10YFP Secretariat should be reviewed and defined, keeping the scope and objectives of the 10YFP in mind as well as the need to identify impact-oriented and cost-effective modalities for SCP promotion and implementation. For the latter, the multistakeholder nature of the 10YFP needs to be kept in the forefront.
- The Board should not be directly involved in implementation (approval of Trust Fund projects and the Work Programme of MACs), but provide strategic guidance and monitor progress in achieving results at the outcome and impact levels.
- The Board should meet, in person, once a year.

ANNEXES

A. Evaluation TORs

TERMS OF REFERENCE¹³

**Terminal Evaluation of the UNEP project
“Global Platform for Action on Sustainable Consumption and Production (SCP):
Supporting the implementation of the 10 Year Framework of Programmes on SCP (10
YFP)”**

PROJECT BACKGROUND AND OVERVIEW

Project General Information¹⁴

Table 1. Project summary

UNEP PIMS ID:	Umbrella project: 613.1, subproject ECL 2J16	IMIS number:	2J16
Sub-programme:	Resource Efficiency	Expected Accomplishment(s):	#b Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream SCP objectives in their development planning and implementation and adopt policies and tools for resource efficiency #d Demand-side decisions and consumption choices favour more resource efficient and environmentally friendly products, driven by standardized and internationally recognized tools and communications and by an enabling social infrastructure
UNEP approval date:	August 2012	PoW Output(s):	622 and 642 (2010-2011)

¹³ TOR template version of June 6 2015

Legend: =GEF only; =UNEP only; =MTE only; =TE only; =Info to be added

Expected Start Date:	August 2012	Actual start date:	January 2013
Planned completion date:	June 2015	Actual completion date:	September 2016
Planned project budget at approval:	2.2 million euros ¹⁵ , 2.966.578 USD	Total expenditures reported as of end of 2015(source: EC Financial report 2015)	1,707,580.03 USD
Planned Environment Fund (EF) allocation:	519,812 USD	Actual EF expenditures reported as of [date]:	449,219.85 (2015 Financial report to the EC)
Planned Extra-budgetary financing (XBF):	2.2 million euros	Actual XBF expenditures reported as of 23 May 2016 (source: PIMS)	1,707,468.03 USD
XBF secured:	2.2 million euros	Leveraged financing:	
First Disbursement:		Date of financial closure:	N/A
No. of revisions:		Date of last revision:	March 2016
Date of last Steering Committee meeting:			
Mid-term review/ evaluation (planned date):	N/A	Mid-term review/ evaluation (actual date):	August-December 2016

Project rationale

As stated in the Johannesburg Plan of Implementation (JPOI), Sustainable Consumption and Production (SCP) is an essential requirement and one of the overarching objectives of sustainable development. The mainstreaming of SCP is needed at all policy making levels to achieve resource efficiency and decouple economic growth from environmental degradation and protect and manage the natural resource base. Since the World Summit on Sustainable Development, SCP initiatives and policies have steadily increased in number, with the continuous support of governments and major groups, building cooperation and implementing projects at the international, regional and national levels. These include the Marrakech Process on SCP - a global multi-stakeholder platform to support the implementation of SCP and the development of the 10 YFP-, which responded to the call made by the JPOI.

The development of the 10YFP was considered by the United Nations Commission on Sustainable Development at its eighteenth and nineteenth sessions (CSD18/19). The CSD18 Chair's Summary further noted that a number of SCP solutions had been developed through the Marrakech Process, and that these efforts needed to be scaled up and replicated, possibly as part of the Framework (10YFP). Yet, it was also recognized that current efforts remained scattered, and had not proven sufficient to halt or reduce the impact of negative trends. The 10YFP intended to provide a platform for international cooperation and

¹⁵ 900,000 Euros at 0.75 UN rate, 500,000 Euros at 0.754 UN rate and 800,000 Euros at 0.725 UN rate, according to the October 2015 revision document

action, by supporting existing initiatives and giving them impetus, incentives, direction and cohesion. It also intended to strengthen cooperation and coordination among existing and new initiatives, and foster partnerships between the wide range of actors carrying out SCP initiatives. In July, 2012, the United Nations Conference on Sustainable Development (Rio+20) adopted the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP).

At Rio+20, Heads of State requested UNEP to serve as the Secretariat of the 10YFP and to establish and administer a Trust Fund to support SCP implementation in developing countries. This project, funded by the European Commission Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP) aims to support the implementation of the 10YFP at the global, regional and sub-regional levels, building upon the work of the Marrakech Process and other initiatives.

Project objectives and components

Building on the Marrakech Process achievements and other successful SCP initiatives worldwide, and on the adoption of the 10 Year Framework of Programmes on SCP at Rio in June 2012, this project overarching objective is to support the Implementation of the 10YFP and facilitating the mainstreaming, implementation and scaling up of SCP at all levels (international, regional and national). Specific objectives of the project (regarded as components) are: supporting the implementation of regional SCP strategies; facilitating the mainstreaming of SCP into decision making, especially in national development and economic plans; coordinating and guiding the development and launch of the five (currently six) initial 10YFP Programmes; carrying out communications and outreach activities and supporting the functions of the 10YFP Secretariat and Trust Fund.

As the project supports the implementation of the 10YFP, the table below summarises the objectives/components, outcome and outputs of this project and puts them in relation to the respective deliverables of the UNEP umbrella project 613.1 “Secretariat Services and Functions for the Implementation of the 10 YFP”, of which it is a subproject.

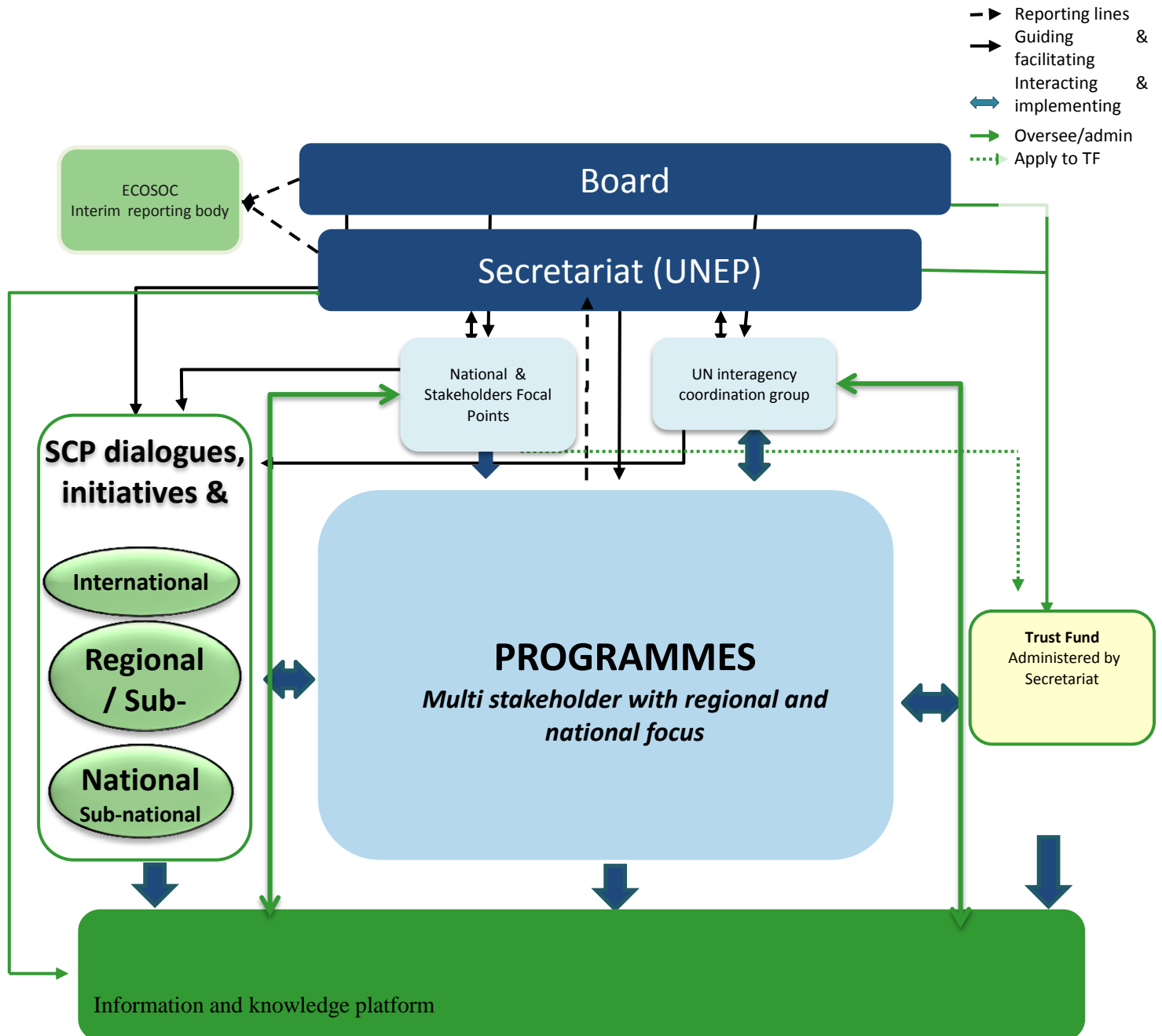
Table 2. Project components

Sub project ECL 2J16 (Global platform for Action on SCP)	Umbrella project 613.1 (Secretariat Services and Functions for the Implementation of the 10YFP).
Objectives	
<p>1. supporting the implementation of regional SCP strategies;</p> <p>2. facilitating the mainstreaming of SCP into decision making, especially in national development and economic plans;</p> <p>3. coordinating and guiding the development and launch of the five initial 10YFP Programmes, scaling up and replicating best practices on SCP at all levels, notably the Marrakech Process Task Forces, as well as supporting existing or new SCP partnerships and SCP initiatives; and support agreement and development of one new programme under the 10YFP;</p> <p>4. Carrying out communications and outreach activities by maintaining a global multi-stakeholder platform for information and knowledge sharing and cooperation on SCP, as well as by implementing a communication strategy with effective information tools (website, newsletter, brochures, etc.).</p> <p>5. Supporting the functions of the 10YFP Secretariat and Trust Fund, this includes the board meetings, coordination with UN Agencies, work with National (governments) and Stakeholders Focal Points, and organisation of international and regional meetings.</p>	<p>1) coordinate in an effective and inclusive manner the 10YFP Governance (Board, UN Inter-Agency Coordination Group, national and stakeholder focal points, regional partners and programmes lead actors and multi-stakeholders committees)</p> <p>2) guide and coordinate the overall work of 10YFP Programmes generating a greater collective impact</p> <p>3) advance implementation of regional SCP strategies and initiatives</p> <p>4) administer the 10YFP Trust Fund to support implementation at the national level</p> <p>5) conduct and facilitate research and credible SCP science base knowledge, including indicators and baselines</p> <p>6) increase visibility of the 10YFP through communication, branding and outreach.</p>
Outcome	
<p>A Global Platform for Action on SCP is established supporting and facilitating the implementation, mainstreaming and scaling up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.</p>	<p>Secretariat services and functions fulfilled and related financial and information sharing mechanisms provided to support the delivery of the 10 Year Framework of Programmes on Sustainable Consumption and Production</p>
Outputs	
<p>1: Advanced level of implementation of regional SCP strategies; which have gained more political, technical and financial support for the implementation of regional SCP strategies. Strengthened science-based knowledge on SCP; and increased knowledge and access to indicators.</p> <p>2: SCP mainstreamed in more national development plans and strategies. Increased capacity-building on SCP and wider knowledge on SCP contributions to new economic opportunities and poverty alleviation.</p> <p>3: The five initial 10YFP Programmes are developed and launched, with increased number of stakeholders engaged and benefited by the work of the 10YFP Programme. One new 10YFP programme is approved and been developed under the 10YFP.</p> <p>4: Effective outreach on the SCP clearinghouse and the 10YFP Communication Strategy led to an increased participation of stakeholders sharing knowledge and increasing cooperation in all regions.</p> <p>5: An efficient 10YFP Secretariat, fulfilling the functions of the 10YFP and operationalized Trust Fund Enhanced cooperation with UN Agencies, governments and Major Groups and stakeholders.</p>	<p>1: Coordination of the 10YFP and its programmes is provided in a transparent, inclusive manner</p> <p>2: The 10YFP programmes adopted by the UN General Assembly are developed</p> <p>3: 10YFP Services (capacity building and information platform) are provided to stakeholders</p> <p>4: 10YFP Trust Fund is administrated</p> <p>5: Research and credible science base knowledge on SCP is produced</p> <p>6: SCP knowledge sharing, cooperation and outreach tools are developed and available to the global SCP community, including policy makers and other stakeholders, and to the 10YFP programmes</p>

Executing Arrangements

The implementation of the 10 YFP follows a mandate given to the UN system by Member States, UNEP, in turn, was requested to serve as the Secretariat and to establish and administer the 10 YFP Trust Fund. This request was adopted by Head of States and by the UNGA. This specific project supports the establishment and running of the Secretariat. The following figure describes the structure of the 10YFP as a whole.

Figure 1. 10YFP structure



Source: Project document

This specific project was initially coordinated by the Good and Services unit, Sustainable Consumption and Production Branch (currently the Sustainable Lifestyles, Cities and Industry Branch) and it is now managed by the 10YFP Secretariat, which is a unit separate from the Branch. It has been implemented in close consultation and coordination with UNEP Regional Officers, as well as with other UNEP Divisions, in particular with the Economics and Trade Branch (Green Economy Team) and the Energy Branch. Project has actively engaged partners and stakeholders, notably the leaders and partners of the 6 SCP initiatives which include governments, major groups and UN Agencies. The responsibility and accountability of the project remains with the 10 YFP Secretariat. Progress reports have been presented to the European Commission and UNEP administration.

The Inter-Agency Coordination Group (IACG) of the 10YFP aims at ensuring the greatest possible level of cooperation and coordination within the UN system for the implementation of the Framework. So far 19 UN bodies have joined the group, including: UNCTAD, UNDESA, UNDP, UNECLAC, UNEP, UNESCAP, UNESCO, UNESCWA, FAO, UN Habitat, UNICEF, UNIDO, ILO, ITC, UNOPS, UNU, UN Women, UNWFP, UNWTO while more UN bodies are welcome to join the IACG. There are two **co-chairs**. UNDESA was elected as co-chair for a period two years (2013-2015). UNEP is a permanent co-chair, as the host of the 10YFP Secretariat. The IACG has not met formally since 2015 and therefore the group has not nominated another co-chair yet

It should be noted that some of the 10YFP Programmes (i.e. Sustainable Public Procurement, Sustainable Tourism, Sustainable Buildings and Construction, Sustainable Food Systems) correspond to UNEP areas of work outside of the 10YFP. This offers opportunities for synergies with UNEP work outside of the Secretariat functions and, in the case of Sustainable Public Procurement and Sustainable Buildings and Construction, it means that UNEP is not only acting as secretariat, but also leading the programmatic work.

The 10YFP Board is composed of ten members, two from each UN regional group, it meets every six months and reports to the High Level Political Forum on Sustainable Development, under the auspices of the Economic and Social Council (ECOSOC). The 10YFP Secretariat responds to different reporting schemes: to the High Level Political Forum (once a year), to the 10YFP Board (twice a year), to the UNEP Quality Assurance Section operating the Programme Information Management System (PIMS) (twice a year) for internal UNEP reporting purposes and to the different donors (different frequencies and templates), including to the ENRTP Strategic Cooperation Agreements Project Management Unit (SCAs PMU), as far as this specific sub-project is concerned.

Project Cost and Financing

The project is financed by the European Commission via the ENRTP mechanism. The total grant allocated is 2,200,000 million euros, which were disbursed in three instalments and converted into USD at the applicable UN rate. Please refer to table 1 for details. UNEP provided in-kind contribution to the project in the form of staff time. The table below summarises the project finances in USD. As noted above, the project represents a component of a wider umbrella project, with a total planned budget of 21,840,338.00 USD (according to PIMS, accessed 24 May 2016).

Table 3. Project budget

Contribution from the European Commission	2,772,503	2,772,503
Programme Support Cost (7%)	194,075	194,075
<i>Subtotal</i>	<i>2,966,578</i>	<i>2,966,578</i>

In-Kind Contributions from UNEP 15% (staff)	459,412	459,412
Total	3,601,543	3,601 543

Implementation Issues

The project does not seem to be encountering major problems and is regularly reporting on progress towards the achievement of outputs and outcomes. A number of factors have delayed implementation, including external factors such as the late nomination of the 10YFP Board at the initial phase of the project, and internal ones such as the transitioning of UNEP towards a new enterprise resource planning system (Umoja). While the delay could be partly compensated, not all that was initially planned could take place. In this context, an extension of the full project until 30 September 2016 has been formally granted by the EC.

According to the progress reports, the key challenges encountered by the project are the following:

1. Visibility
2. Limited connection between global, regional and national actors
3. implementation of the 10YFP Programmes in silos
4. The engagement of the business sector at all levels
5. Monitoring and reporting on progress as well as on impacts
6. Fund raising for the Trust Fund

According to PIMS, The 10YFP Secretariat has been increasingly mobilized by the 10YFP programmes to provide further guidance on coordination and implementation, as well as to assist their partners in developing project proposals and facilitating communication with regional and national stakeholders. The 10YFP Secretariat is also expected to directly provide support to the National Focal Points in the area of institutional strengthening and capacity-building at country level, including for monitoring progress on sustainable consumption and production (SCP). This poses the question of the capacity of the Secretariat to meet all the demands that are increasingly directed to it.

Some of the 10YFP programmes correspond to UNEP Programme of Work areas, as explained in paragraph 8. The extent to which coordination with this parallel work as well as other relevant UNEP Initiatives is taking place, to avoid overlap and duplication of efforts, should be assessed by the evaluation.

10YFP intended to offer, through the delivery of this project, international and regional platforms where three EC-projects with a related focus (SWITCH MED, SWITCH ASIA and ENPI East) could benefit by showcasing and sharing expertise, as well as learning about other projects and activities, and becoming part of a global "community of practice" accelerating the shift towards SCP patterns. Likewise, all the results and stakeholders involved in these projects were intended to become part of and contribute to the Global SCP Clearinghouse.

No mid term evaluation or review was carried out, however a case study was prepared under the framework of the evaluation of the Strategic Cooperation Agreements (SCAs) between the EC and UNEP. This exercise preliminarily concluded that this project is well aligned with UNEP and EC ENRTP priorities, it has incurred delays but is on track to achieve results and these are likely to be sustained. Key areas for reflection highlighted in the case study, and also referred to in the regular progress reports to the SCAs PMU, are the lack of available monitoring data to assess progress towards impact and the dependence on financial support from the EC for the running of the Secretariat.

TERMS OF REFERENCE FOR THE EVALUATION

7. Objective and Scope of the Evaluation

In line with the UNEP Evaluation Policy¹⁶ and the UNEP Programme Manual¹⁷, the Evaluation is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the continuation of the provision of the Secretariat function to the 10YFP by UNEP. It should be noted that while this project supporting the running of the Secretariat is coming to an end, the 10YFP programme is continuing and UNEP still is in receipt of a mandate to provide the Secretariat functions. The EC intends to continue supporting the Secretariat of the 10YFP, the full project document is being finalized, a financial contribution under the GPGC funding mechanism of 2.25 million Euros has been granted and the project is expected to start in June 2016. Therefore this evaluation incorporates components of a terminal as well as a mid-term evaluation and lessons learned will be of particular importance for the future running of the Secretariat.

It will focus on the following sets of **key questions**, based on the project's intended outcomes, which may be expanded by the consultants as deemed appropriate:

To what extent was the Secretariat able to support the functions of the 10YFP and the Trust Fund thanks to the contribution of this project and what were the key factors influencing its performance?

To what extent was the Secretariat able to support the implementation of the regional SCP strategies, the facilitation of the mainstreaming of SCP into decision making?

To what extent was the Secretariat able to support the coordination and launch of the five initial 10 YFP programmes (as well the additional one on Sustainable Food Systems)?

To what extent was the Secretariat able to deliver an adequate communication and outreach function thanks to the support provided by this project?

To what extent were partnership and synergies developed with relevant projects and institutions (e.g. other EC funded projects, UNEP programmatic work on SCP, key external partners)?

What are the key lessons emerging from the first phase of running the Secretariat which could be used to further improve efficiency and ensure delivery on the Secretariat mandate in the future?

Are there any lessons emerging from the implementation of this project which may be of use to improve the efficiency, effectiveness and sustainability of the delivery of the 10YFP mandate?

1. Overall Approach and Methods

2. The Evaluation of the Project will be conducted by independent consultants under the overall responsibility and management of the UNEP Evaluation Office, in consultation with the Head of the 10YFP Secretariat and the Sub-programme Coordinator of the Resource Efficiency Sub-Programme.

3. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant maintains close communication with the project

¹⁶ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPevaluationPolicy/tabid/3050/language/en-US/Default.aspx>

¹⁷ http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

4. The findings of the evaluation will be based on the following:

- (a) A **desk review** of:
- (b) Relevant background documentation;
- (c) Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- (d) Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence – please refer to paragraph 9 for a summary of reporting requirements being met by the 10 YFP Secretariat;
- (e) Project outputs;
- (f) Existing evaluative evidence (e.g. case study conducted during the UNEP-EC SCAs Evaluation)
- (g) Evaluations/reviews of similar projects;

Interviews (individual or in group) with:

- (h) Head of the 10YFP Secretariat;
- (i) 10YFP Secretariat staff;
- (j) Board Members;
- (k) UNEP Fund Management Officer and Trust Fund staff;
- (l) Project partners;
- (m) Regional and national level actors, including national focal points
- (n) Relevant resource persons;

Surveys of the UN Interagency coordination group, currently comprising 19 UN bodies and aiming to increase coordination on the delivery of the 10 YFP mandate (see paragraph 8).

Field visits to 2-3 countries, to be selected based on the contributions received to implement SCP actions and their level of progress.

3. Key Evaluation principles

5. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.

6. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; and (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation. The evaluation consultant can propose other evaluation criteria as deemed appropriate.

7. **Ratings.** All evaluation criteria will be rated on a six-point scale. Annex 2 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

8. **Baselines and counterfactuals.** In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking.

In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

9. **The “Why?” Question.** Due to the nature of the evaluation, as explained in paragraph 18, particular attention should be given to identifying implementation challenges and risks to achieving the expected 10YFP objectives and sustainability and to learning from the experience. Therefore, the “Why?” question should be at the front of the consultants’ minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of “what” the project performance was, and make a serious effort to provide a deeper understanding of “why” the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “why things happened” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of “where things stand” at the time of evaluation.

10. A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.

11. Communicating evaluation results. Once the consultant has obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultant which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

Evaluation criteria

A. Strategic relevance

12. The evaluation will assess, in retrospect, whether the project’s objectives and implementation strategies were consistent with global, regional and national environmental issues and needs, in particular with reference to its intended objective of supporting the 10 Year Framework of Programmes on SCP (10YFP) through the provision of Secretariat functions and services, as expressed during the 2010-2011 cycle of the UN Commission on Sustainable Development (CSD18/19) and its adoption at Rio+20. It will also consider the extent to which the project is aligned with the ENRTP SCA priorities.

13. The evaluation will also assess the project’s relevance in relation to UNEP’s mandate and its alignment with UNEP’s policies and strategies at the time of project approval. UNEP’s Medium Term Strategy (MTS) is a document that guides UNEP’s programme planning over a four-year period. It identifies UNEP’s thematic priorities, known as Subprogrammes (SP), and sets out the desired outcomes [known as Expected Accomplishments (EAs)] of the SubProgrammes. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the MTS 2010-2013 and 2014-2017. The magnitude and extent of any contributions and the causal linkages should be fully described.

14. The evaluation should assess the project’s alignment / compliance with UNEP’s policies and strategies. The evaluation should provide a brief narrative of the following:

- (a) *Alignment with the Bali Strategic Plan (BSP)*¹⁸. The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
- (b) *Gender balance*. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental

¹⁸ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Are the project intended results contributing to the realization of international GE (Gender Equality) norms and agreements as reflected in the UNEP Gender Policy and Strategy, as well as to regional, national and local strategies to advance HR & GE?

- (c) *Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns.* Ascertain to what extent the project has applied the UN Common Understanding on HRBA. Ascertain if the project is in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent.
- (d) *South-South Cooperation.* This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.
- (e) *Safeguards.* Whether the project has adequately considered environmental, social and economic risks and established whether they were vigilantly monitored. Was the safeguard management instrument completed and were UNEP ESES requirements complied with?

15. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the project intervention to key stakeholder groups.

B. Achievement of Outputs

16. The evaluation will assess, for each component, the projects' success in producing the programmed outputs (products and services delivered by the project itself) and milestones as per the ProDocs and any modifications/revisions later on during project implementation, both in quantity and quality, as well as their usefulness and timeliness.

17. Briefly explain the reasons behind the success (or failure) of the project in producing its different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

C. Effectiveness: Attainment of Objectives and Planned Results

D.

18. The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.

19. The **Theory of Change (ToC)** of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.

20. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).

21. The assessment of effectiveness will be structured in three sub-sections:

- (a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs.

For this project, the main question will be to what extent the project has contributed to the immediate outcomes.

- (b) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach¹⁹. The evaluation will assess to what extent the project has to date contributed, and is likely in the future to further contribute, to [intermediate states], and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being. The evaluation will also consider the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic. Safeguards)
- (c) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the Project Document²⁰. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the project is intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective.
- (d) The evaluation should, where possible, disaggregate outcomes and impacts for the key project stakeholders. It should also assess the extent to which HR and GE were integrated in the Theory of Change and results framework of the intervention and to what degree participating institutions/organizations changed their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation, etc.)

E. Sustainability and replication

22. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition the sustainability of benefits. The evaluation will ascertain that the project has put in place an appropriate exit/continuation strategy and measures to mitigate risks to sustainability as well as the extent to which follow-up work has been initiated and how project results will be sustained and enhanced over time. It should be noted that while the 10YFP has been receiving funds from a variety of donors, the EC remains the main funder providing support to the Secretariat function. The evaluation should assess the extent to which this arrangement is likely to impact the sustainability of the programme. The reconstructed ToC will assist in the evaluation of sustainability, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

23. Four aspects of sustainability will be addressed:

- (a) *Socio-political sustainability*. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to enable the Secretariat to carry out its functions adequately? Did the project conduct 'succession planning' and implement this during the life of the project (please refer to paragraph 37)? Was capacity building conducted for key

¹⁹ Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

²⁰ Or any subsequent **formally approved** revision of the project document or logical framework.

stakeholders? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results?

Financial resources. To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources²¹ will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results (see paragraph 37) and onward progress towards impact?

Institutional framework. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?

Environmental sustainability. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

24. **Catalytic role and replication.** The catalytic *role* of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. This is particularly the case for the 10YFP. The evaluation will assess the catalytic role played by this project, namely to what extent the establishment and launch of the Secretariat has been able to:

- a) lead to *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
- b) provide *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- c) contribute to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;
- d) contribute to *policy changes* (on paper and in implementation of policy);
- e) contribute to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;
- f) create opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

25. Replication is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and determine to what extent actual replication has already occurred, or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

²¹ Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

F. Efficiency

26. The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its (severely constrained) secured budget and (extended) time. It will also analyse how delays (see paragraph 12) have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions. The evaluation will also assess the extent to which HR and GE were allocated specific and adequate budget in relation to the results to be achieved.

27. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects (including the other EC funded projects and UNEP programmatic work) etc. to increase project efficiency.

G. Factors and processes affecting project performance

28. **Preparation and readiness.** This criterion focusses on the quality of project design and preparation. Were project stakeholders²² adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?

29. **Project implementation and management.** This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions and responses to changing risks including safeguard issues (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
- Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
- Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.
- Assess the extent to which project management responded to direction and guidance provided by 10YFP Coordinator, the Head of the Secretariat, the Board and ECOSOC.
- Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.

30. **Stakeholder participation, cooperation and partnerships.** The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation with other UNEP projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users (such as national focal points) of project products. The TOC and stakeholder analysis should assist the evaluators in identifying the key

²² Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

- (a) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities?
- (b) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?
- (c) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?
- (d) Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document²³? Have complementarities been sought, synergies been optimized and duplications avoided?
- (e) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.
- (f) To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks? In particular, how useful are partnership mechanisms and initiatives being utilised to build stronger coherence and collaboration between participating organisations?
- (g) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?

31. **Communication and public awareness.** The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the project to communicate the project's objective, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the project identify and make use of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?

32. **Country ownership and driven-ness.** The evaluation will assess the degree and effectiveness of involvement of government / public sector agencies in the project, in particular those involved in project execution and those participating as national focal points:

To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?

How and how well did the project stimulate country ownership of project outputs and outcomes?

33. **Financial planning and management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's

²³ [If the ProDoc mentions any opportunities for collaboration with other projects and programmes, present these here in the footnote]

lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

- (a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
- (b) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
- (c) Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 3).
- (d) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

34. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UNEP to prevent such irregularities in the future. Determine whether the measures taken were adequate.

4. **Supervision, guidance and technical backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make.

5. The evaluators should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:

- (a) The adequacy of project supervision plans, inputs and processes;
- (b) The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
- (c) How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?

53. **Monitoring and evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

- (a) *M&E Design.* The evaluators should use the following questions to help assess the M&E design aspects:
- (b) Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?
- (c) How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?

- (d) SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
- (e) Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?
- (f) To what extent did the project engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this? Was sufficient information collected on specific indicators to measure progress on HR and GE (including sex-disaggregated data)?
- (g) Did the project appropriately plan to monitor risks associated with Environmental Economic and Social Safeguards?
- (h) Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
- (i) Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

M&E Plan Implementation. The evaluation will verify that:

- (a) the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
- (b) Half-yearly Progress & Financial Reports were complete and accurate;
- (c) Risk monitoring (including safeguard issues) was regularly documented
- (d) the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

H. The Consultants' Team

54. For this evaluation, the evaluation team will consist of two consultants, a Team Leader and a Supporting Consultant. The Team Leader should have at least 10 years of evaluation experience, including of evaluation of complex programmes and using a Theory of Change approach; a good understanding of UN inter-agency initiatives hosted by one body and a solid understanding of the concepts related to Sustainable Consumption and Production as well as Resource Efficiency in general. The Supporting consultant will support the Team Leader in the management of two surveys; s/he should be familiar with survey techniques and have previous experience in the preparation of survey results. An understanding of evaluation methods and the concepts related to Sustainable Consumption and Production would be an advantage.

55. By undersigning the service contract with UNEP/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

The schedule of payments are as follows:

Team Leader schedule of payment:

Deliverables	Percentage payment
Inception report	20% of fees
Submission and approval of the draft evaluation report	40% of fees
Submission and approval of the final evaluation report	40% of fees

Supporting consultant schedule of payment:

Deliverables	Percentage payment
Surveys development	30% of fees
Surveys analysis	70% of fees

56. The consultants will be hired under an individual Special Service Agreement (SSA). The **Fee only** system will apply: the contract stipulates consultant fees only. Air tickets will be purchased by UNEP and 75% of the DSA for each authorised travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

57. The consultants may be provided with access to UNEP's PIMS and if such access is granted, the consultant agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

58. In case the consultants are not able to provide the deliverables in accordance with these TORs, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

59. If the consultants fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

I. Evaluation Deliverables and Review Procedures

60. The Team Leader will prepare an **inception report** (see Annex 1(a) of TORs for Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.

61. It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 6 for the detailed project design assessment matrix):

- (a) Strategic relevance of the project
- (b) Preparation and readiness;
- (c) Financial planning;
- (d) M&E design;
- (e) Complementarity with UNEP strategies and programmes;
- (f) Sustainability considerations and measures planned to promote replication and up-scaling.

62. The inception report will present a draft, desk-based reconstructed Theory of Change of the project. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

63. The inception report will also include a stakeholder analysis identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team. See annex 1 for template.

64. The evaluation framework will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

65. Effective communication strategies help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information eg. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a 2-page summary of key findings and lessons.

66. The inception report will also present a tentative schedule for the overall evaluation process, including a draft programme for the country visit, tentative list of people/institutions to be interviewed and the surveys, prepared with the support of the Supporting Consultant.

67. The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

68. **The main evaluation report** should be brief (no longer than 40 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 1. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

69. **Review of the draft evaluation report.** The Team Leader will submit a zero draft report to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the Head of the 10YFP Secretariat, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the other project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation team for consideration in preparing the final draft report, along with its own views.

70. The Team Leader will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The Team Leader will prepare a **response to comments**, listing those comments

not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. S(he) will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

71. **Submission of the final evaluation report.** The final report shall be submitted by Email to the Head of the Evaluation Office. The Evaluation Office will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation report will be published on the UNEP Evaluation Office web-site www.unep.org/eou.

72. As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria specified in Annex 2.

73. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultant and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the project.

74. At the end of the evaluation process, the Evaluation Office will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the Head of the 10YFP Secretariat. After reception of the Recommendations Implementation Plan, the Head of the 10YFP Secretariat, with support of the 10YFP Coordinator, is expected to complete it and return it to the EO within one month. (S)he is expected to update the plan every six month until the end of the tracking period. The tracking period for implementation of the recommendations will be 18 months, unless it is agreed to make this period shorter or longer as required for realistic implementation of all evaluation recommendations. Tracking points will be every six months after completion of the implementation plan.

J. Logistical arrangements

75. This Evaluation will be undertaken by two independent evaluation consultants contracted by the UNEP Evaluation Office. The consultants will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultants' individual responsibility, when applicable, to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The Head of the 10YFP Secretariat within UNEP and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

K. Schedule of the evaluation

76. Table 7 below presents the tentative schedule for the evaluation.

Table 7. Tentative schedule for the evaluation

Milestone	Deadline
Inception Report	15 August 2016
Evaluation mission – Paris	beginning of September 2016
Evaluation mission – countries (2)	September – October 2016
Telephone interviews, surveys etc.	30 October 2016

Zero draft report submitted to EOU	15 November 2016
Draft Report shared with 10 YFP Manager and Secretariat	20 November 2016
Draft Report shared with stakeholders (15 days)	30 November 2016
Final Report	31 December 2016

B. List of documents consulted

Arab Regional Strategy for Sustainable Consumption and Production, Final Draft. September 2009.

Brazil: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5*. June 2012.

Behavioral Science for SCP – advanced draft July 2016.

Chile, Ministry of Environment: National Program for Sustainable Consumption and Production. July 2016.

Consumer Information Programme (CIFP): Form for Expression of Interest to become a lead actor, a member of the Multi-stakeholder Committee or a partner. December 2013.

Consumer Information Programme: Feedback Form. December 2013.

ECOSOC: ECOSOC Holds Panel Discussion to Mark the 10YFP on Sustainable Development and Production. July 2013.

FAO, UNEP: Public Consultation – Towards the Development of the Programme on Sustainable Food Systems of the 10YFP on SCP. Draft. March 2015

FAO, UNEP: Feedback form – Sustainable Food Systems Programme of the 10YFP on SCP. March 2015.

FAO, UNEP: Stock taking of Actions and Initiatives for Sustainable Food Systems. March 2015.

IACG (Inter-Agency Coordination Group), 10YFP Secretariat: Sustainable Consumption and Production in the Proposed Sustainable Development Goals. June 2014.

Mortensen, L.F., O'Neill, K., Petersen, K.L.: Technical Report No. 1 for UNEP. Literature review of relevant capacity development/enhancement indicators. July 2015.

Mortensen, L.F., O'Neill, K., Petersen, K.L.: Technical Report No. 2 for UNEP. Proposal for a Framework of Indicators for Monitoring and Evaluation. July 2015.

Secretariat African Roundtable on Sustainable Consumption and Production: The Eight African Roundtable on Sustainable Consumption and Production (ARSCP-8) – Meeting Report. June 2014.

Secretariat African Roundtable on Sustainable Consumption and Production: African Regional Roadmap for the 10YFP on Sustainable Consumption and Production. September 2014.

Statistics Sweden, Ministry of Environment, Chile: A proposal for SCP indicators and capacity-building strategy in the context of the SDG process. November 2015.

Statistics Sweden: Monitoring the Shift to Sustainable Consumption and Production Patterns in the context of the SDGs. Advance Copy. February 2016.

STP (Sustainable Tourism Programme), 10YFP Secretariat: Call for Proposals for the 10YFP Sustainable Tourism Programme, Announcement and General Information. August 2015.

Sustainable Lifestyles and Education Programme: Stakeholder Consultation. June 2014.

Swiss Confederation, the DTI, South Africa: Accelerating the Shift towards a Sustainable Food Future – Official Kick-off Event of the 10YFP Sustainable Food Systems Programme – Draft Agenda. October 2015.

Swiss Confederation, Federal Office for the Environment: Draft Agenda, 1st Swiss Roundtable on the 10YFP on SCP Patterns (to be held in January 2017). September 2016.

UN Environment Assembly (UNEA) of the UNEP: UNEP/EA.2/Res.6. SCP Resolution. Second session, Nairobi, May 2016.

UNEA: Media Fact Sheet, Sustainable Consumption and Production. May 2014.

UNEP: International environmental governance – Bali Strategic Plan for Technology Support and Capacity-building. UNEP/GC.23/6/Add.1. Distr. December 2004.

UNEP: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns. ECOSOC. 2015 session. Agenda items 5a and 6. Distr. March 2015.

UNEP: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns. ECOSOC Substantive session of 2014. Item 16a of the provisional agenda. Distr. September 2014.

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D. Evaluation Matrix

Evaluation criteria, key questions and sub-questions	Methods	Sources of Information
Key evaluation questions	Document review, Interviews, Survey	Project documents, Progress reports, other relevant documents, Secretariat staff, Staff of 6 Programmes, Board members, UNIACG, Leads/Co-leads, Coordination Desks, NFPs, Alternate NFPs, Ministry of Environment during Field Mission
(a) To what extent was the project able to support the implementation of the 10YFP and the Trust Fund and what were the key factors influencing its performance?		
(b) To what extent was the Project able to support the implementation of the regional SCP strategies, and facilitate the mainstreaming of SCP into decision making?		
(c) To what extent was the Project able to support the coordination and launch of the five initial 10 YFP programmes (as well the additional one on Sustainable Food Systems)?		
(d) To what extent was the Project able to deliver an adequate communication and outreach function?		
(e) To what extent were partnership and synergies developed with relevant projects and institutions (e.g. other EC funded projects, UNEP programmatic work on SCP, key external partners)?		
(f) What are the key lessons emerging from the first phase of the Project which could be used to further improve effectiveness and efficiency and ensure delivery on the Secretariat mandate in the future?		
(g) Are there any lessons emerging from the implementation of this project which may be of use to improve the efficiency, effectiveness and sustainability of the delivery of the 10YFP mandate?		
1. Strategic Relevance: How relevant is the project for the implementation of the 10YFP?		
To what extent is the project relevant to governments and public institutions for capacity building to support them mainstream SCP objectives in their development planning?	Document review	Project document; Progress reports; Strategy for capacity building
	Stakeholders' Survey	NFPs
	Interviews	Project (former and current) and Secretariat staff; Board members; NFPs, Alternate NFPs, Ministry of Environment (MoE), during Field Mission (FM)
To what extent is the project relevant to implement the regional strategies of the	Document review	Project document

SCP?	Interviews	Project (former and current) and Secretariat staff; Board members; NFPs, Ministry of Environment (MoE), during Field Mission (FM); UNIACG; Coordination Desks; Leads/Co-leads
To what extent does the project contribute to achieving the goals of the 10YFP?	Document review	Project document; 10YFP project document (previous and new); progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; UNIACG; Board members; EC task managers; Coordination Desks, Leads/Co-leads
To what extent are project's objectives and implementation strategies consistent with global, regional and national environmental issues and needs?	Document review	Project document; UNEP MTS; Programme of Work 2012-13; MDG document; Publication: SCP indicators for SDGs
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; UNIACG; Board members; Coordinators; EC task managers; NFPs, MoE, during FM; UNIACG
To what extent are project objectives in alignment with the ENRTP SCA priorities?	Document review	Project document
	Interviews	Project (former and current) and Secretariat staff at the Secretariat
To what extent is the project in alignment with UNEP's mandate, policies and strategies at the time of project approval? To what extent does the project make a tangible/plausible contribution, if any, to any of the EAs specified in the MTS 2010-2013 and 2014-2017?	Document review	Project document; UNEP MTS; Programme of Work 2012-13; 2014-15; 2016-17
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members
To what extent is the project aligned with the Bali Strategic Plan?	Document review	Project document; Bali Strategic Plan
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; UNIACG
2. Effectiveness: Attainment of Objectives and Planned Results, and Likelihood of Impact: To what extent have project interventions contributed to achieving the goals of the 10YFP?		

Achievement of outcomes: to what extent has the project contributed to the immediate outcomes		
What have been the qualitative and quantitative results (outputs, outcomes and impacts) of project interventions? Have there been any modifications? If yes, the reason behind the modifications and their impact	Document review	Progress reports; Project document
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE
What are successful interventions? Which good practices can be identified? To what extent were key stakeholders involved in achieving the expected outputs?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; NFPs, MoE, Board members; Coordination Desks, Leads/Co-leads
What are the key factors that determine high or low performance of the interventions?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; NFPs, MoE, during FM, EC task managers; Coordination Desks, Leads/Co-leads
Likelihood of impact: Review of Outcomes to Impact		
What are the underlying theories of change?	Document review	Project document - Theory of Change analysis
	Interviews	Project (former and current) staff at the Secretariat
Have there been any positive or negative planned or un-planned effects, owing to the project? And to what extent do these changes in turn lead to changes in the natural resource base, benefits derived from the environment and human well-being	Document review	Project document; Progress reports
	Interviews	Project (former and current) staff at the Secretariat; Board members; NFPs, MoE, during FM
To what extent are project outcomes likely to have an impact?	Document review	Reconstructed Theory of Change
Achivement of formal project overall objective, overall purpose, goals and component outcomes		
What are the results of the indicators mentioned in the Logframe?	Document review	Project document; Progress reports
	Interviews	Project (former and current) staff at the Secretariat
To what extent was the Secretariat able to support the functions of the 10YFP and the Trust Fund thanks to the contribution of this project and what were the key factors influencing its performance?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; Staff of Regional Offices of participating countries; UNIACG; Coordination Desks,

		Leads/Co-leads
To what extent was the Secretariat able to support the implementation of the regional SCP strategies, the facilitation of the mainstreaming of SCP into decision making?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; EC project manager; Head of the Secretariat; NFPs, MoE, during FM; UNIACG; Coordination Desks, Leads/Co-leads
	Stakeholders' Survey	NFPs
To what extent was the Secretariat able to support the coordination and launch of the five initial 10 YFP programmes (as well the additional one on Sustainable Food Systems)?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; EC project manager; Leads of the 6 programmes; Head of the Secretariat; UNIACG; Coordination Desks
To what extent was the Secretariat able to deliver an adequate communication and outreach function thanks to the support provided by this project?	Document review	Progress reports; other output documents (yet to be received); Final toolkit; Communication strategy
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; NFPs, MoE, during FM; UNIACG; Coordination Desks
3. Efficiency: How have project interventions been implemented and monitored?		
To what extent have project contributions been monitored and reported on? Are results/data documented (output, outcome, impact level)?	Document review	Progress reports; relevant minutes of meetings; relevant mission reports; work plans
	Interviews	Project (former and current) staff at the Secretariat; UNIACG; Staff of Regional Offices of participating countries
Were there any delays? If yes, did they have any impact on outputs and outcomes and on costs for project interventions?	Document review	Project document; Progress reports; Project document supplement

	Interviews	Project (former and current) staff at the Secretariat
Have project activities been cost effective?	Document review	Project document; budget; budget revisions; financial reports; audit reports
	Interviews	Project (former and current) staff at the Secretariat; Trust Fund Staff
Has the project made use of/built upon pre-existing arrangements to increase project efficiency?	Document review	Project document; Progress reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, UNEP CO, during FM
To what extent were partnership and synergies developed with relevant projects and institutions (e.g. other EC funded projects, UNEP programmatic work on SCP, key external partners)?	Document review	Progress reports; other output documents (yet to be received); Partnership Agreements
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; EC project manager; Leads of the 6 programmes; Head of the Secretariat; UNIACG
To what extent have project partners contributed to project budget (cash and in-kind)?	Document review	Project document; budget; financial reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs during FM
To what extent were HR and GE allocated specific and adequate budget in relation to the results to be achieved	Document review	Project document
	Interviews	Project (former and current) staff at the Secretariat
4. Sustainability and replication		
To what extent have project outcomes been incorporated by governments and public institutions in their development planning?	Document review	National policy/strategy papers
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; NFPs, MoE, during FM; UNIACG
	Stakeholders' Survey	NFPs
To what extent is any budget foreseen/been planned at the national level for future activities?	Document review	National policy/strategy papers
	Interviews	MoE, NFPs, during FM
Has the project put in place an appropriate exit/continuation strategy and measures to mitigate risks to sustainability?	Document review	Project document; Progress reports
	Interviews	Project (former and current) staff

Socio-political sustainability: Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to enable the Secretariat to carry out its functions adequately? Did the project conduct 'succession planning' and implement this during the life of the project (please refer to paragraph 37)? Was capacity building conducted for key stakeholders? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results?	Document review	Project document; Progress reports; country reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
Financial resources: To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results (see paragraph 37) and onward progress towards impact?	Document review	Project document; Progress reports; country reports/strategy papers/policy papers, including budget
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
Institutional framework: To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?	Document review	Project document; Progress reports; country reports/strategy papers/policy papers
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
Environmental sustainability: Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?	Document review	Project document; Progress reports; country reports/strategy papers/policy papers; environmental country studies
	Interviews	Project (former and current) staff at the Secretariat
Catalytic role and replication: To what extent has the project played a catalytic role by, inter alia, leading to catalysed behavioural changes, providing incentives, contributing to institutional and/or policy changes? To what extent did the project promote replication effects? Has any replication already occurred, or is likely to occur in the near future? What are the factors that may influence replication and scaling up of project experiences and lessons?	Document review	Project document; Progress reports; progress reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM; UNIACG
5. Factors and processes affecting project performance		

Preparation and readiness: to what extent was project design appropriate to achieve the planned outcomes?	Document review	Project document; Progress reports; budget revisions
	Interviews	Project (former and current) staff at the Secretariat; Board members; leads of the 6 programmes; UNIACG
Implementation and management: to what extent were project implementation approaches appropriate to achieve planned outcomes?	Document review	Project document; Progress reports; relevant minutes of meetings
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM; UNIACG, Coordination Desks
Stakeholder participation: to what extent were mechanisms effective for information sharing and cooperation with other UNEP projects and programmes?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Board members; Coordinators; leads of 6 programmes; EC project manager; NFPs, MoE, during FM; UNIACG, Coordination Desks
	Stakeholders' Survey	NFPs
Public awareness: to what extent were public-awareness activities, if any, effective?	Document review	Project document; Progress reports; other output documents, if any (not yet received by the evaluation)
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM; UNIACG, Coordination Desks
Country ownership and drivenness: to what extent were government/public sector agencies involved in the project?	Document review	Project document; Progress reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
	Stakeholders' Survey	NFPs
Financial planning and management: were the financial resources planned for the project sufficient to achieve project outcomes? And was appropriate budget allocated to the activities?	Document review	Project document; Progress reports; financial reports
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
UNEP supervision and backstopping: to what extent was UNEP supervision and backstopping effective and timely to achieve project outcomes? How were problems, if any arose, dealt with?	Interviews	Project (former and current) staff at the Secretariat; Board members; EC project manager; Coordinators; NFPs, MoE, during FM; UNIACG, Coordination Desks

Project monitoring and evaluation: Was there an M&E plan? To what extent was it adequate for this project? Was the M&E plan implemented? Was adequate budget allocated for M&E?	Document review	Project document; Progress reports; Case study; Other output reports (not yet received); M&E framework
	Interviews	Project (former and current) staff at the Secretariat
6. Cross-cutting Issues		
Gender balance: to what extent was gender taken into consideration in project design, implementation and monitoring have taken into consideration? To what extent did participating institutions/organizations change their policies or practices, with respect to GE?	Document review	Project document; Progress reports; Case study
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; NFPs, MoE, during FM; UNIACG
Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns: to what extent the project has applied the UN Common Understanding on HRBA, and if the project is in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent. To what extent did participating institutions/organizations change their policies or practices, with respect to HRBA?	Document review	Project document; Progress reports; Case study
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; NFPs, MoE, during FM; UNIACG
South-South Cooperation: Any aspect of the project contributing to or is an example of South-South Cooperation (exchange of resources, technology, and knowledge between developing countries)	Document review	Project document; Progress reports; Case study
	Interviews	Project (former and current) staff at the Secretariat; NFPs, MoE, during FM
	Stakeholders' Survey	NFPs
Safeguards: Did the project adequately consider environmental, social and economic risks and established whether they were vigilantly monitored. Was the safeguard management instrument completed and were UNEP ESES requirements complied with?	Document review	Project document; Progress reports; Case study
	Interviews	Project (former and current) staff at the Secretariat
7. Lessons		
What are the key lessons emerging from the first phase of running the Secretariat which could be used to further improve efficiency and ensure delivery on the Secretariat mandate in the future?	Document review	Progress reports
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Head of the Secretariat; Board members; EC project manager; UNIACG; Coordination Desks, Leads/Co-leads
	Stakeholders' Survey	NFPs

Are there any lessons emerging from the implementation of this project which may be of use to improve the efficiency, effectiveness and sustainability of the delivery of the 10YFP mandate?	Document review	Progress reports; other output documents (yet to be received)
	Interviews	Project (former and current) and Secretariat staff at the Secretariat; Head of the Secretariat; Board members; EC project manager; UNIACG, Coordination Desks, Leads/Co-leads

E. Summary co-finance information and a statement of project expenditure by activity

A. Co-finance

According to Annual Reports (in USD)	2012	2013	2014	2015	2016 ²⁴	Total
UNEP		214,700	322,295	343,000		880,000
Sweden		211,155	151,742			362,897
Norway			220,000	380,000		600,000
Switzerland			98,289			98,289
US EPA				20,000		20,000
Total						1,961,186

Source: Yearly progress reports

²⁴ Consolidated information about co-finance for 2016 was not made available to the evaluation team.

Expenditure

		Progress Financial Report: <iprogess report> Period (01/01/2015-31/12/2015 ²⁵) Project Title: <=Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP) Project IMIS/WBSE code: ECL2J16/S1-32ECL-000018		Initial (in EUR)	Budget	by	calendar	year*	
				2013	2014	2015	2016	Total (IMIS format)	Total UMOJA format
Umoja CLASS	Description	10	PERSONNEL COMPONENT						
FT30_CLASS_010	Staff	1100	Project personnel					-	
		1101	Programme Officer	105.275	77.391	91.251	21.750	295.668	519.812
		1102	Associate programme officer	76.508	60.254	69.983	17.400	224.145	
		1103	Head of Secretariat D1	-	0	-		-	
		1199	<i>Sub-total</i>	181.784	137.645	161.234	39.150	519.812	519.812
FT30_CLASS_010	Other personal costs (consultants)	1200	Consultants					-	
		1201	Consultant SCP / Poverty	21.000	5.131	46.068	-	72.198	326.282
		1202	Consultant SCP Business case and EE	1.500	28.048	(1)	-	29.547	
		1203	Consultant Global SCP clearinghouse	-	0	24.561	-	24.561	
		1204	OPAS Experts UNDP National professional staff	-	59.608	-	-	59.608	

²⁵ Information for 2016 was not available.

		1205	Consultant - Support Programme	-	13.688	22.351	10.875	46.914	
		1207	Consultant - Research on SCP programmes	-	7.500	28.687	3.625	39.812	
		1208	Regional support	-	-	30.080	23.563	53.643	
		1299	<i>Sub-total</i>	22.500	113.974	151.746	38.063	326.282	326.282
FT30_CLASS_010	Staff	1300	Administrative Support					-	
		1301	Website development (DCPI)	2.273	-	-	-	2.273	2.273
		1399	<i>Sub-total</i>	2.273		-	-	2.273	2.273
FT30_CLASS_160	Staff travel	1600	Travel on official business					-	
		1601	Staff Travel	46.962	59.953	51.540	25.375	183.830	183.830
		1699	<i>Sub-total</i>	46.962	59.953	51.540	25.375	183.830	183.830
			Component total	253.518	311.571	364.520	102.588	1.032.197	1.032.197
		20	SUB-CONTRACT COMPONENT						
FT30_CLASS_145	Grants Out	2200	Sub-contracts (Non-UN Organizations)					-	
		2201	SSFA Mainstreaming SCP	13.500	8.042	33.350	18.125	73.017	292.968
		2202	Scaling up/developing SCP initiatives	17.138	-627	29.000	-	45.511	
		2203	SSFA Regional Support		-	14.500	-	14.500	
		2204	Regional meetings coordination		-	-	-	-	
		2205	Support to 10YFP programmes development		-	55.000	-	55.000	
FT30_CLASS_140	Transfer/Grant to IP	2261	Other SSFAs		5.183	10.179		15.362	

		1161	SSFAs Staff and other Personal Cost (IP)		17.283	60.977	-	78.260	
		1561	SSFA Travel (IP)		1.475	9.845	-	11.320	
		2299	<i>Sub-total</i>	30.638	31.355	212.851	18.125	292.968	292.968
FT30_CLASS_120	Contract services	2300	Sub-contracts (for commercial purposes)						
		2301	SCP clearinghouse	1.475	-	22.838	89.538	113.850	116.276
		2302	Branding Global platform on SCP	1.193	1.234	-	-	2.427	
		2303	Sub-contract (Publication)		-	-	-	-	
		2399	<i>Sub-total</i>	2.667	1.234	22.838	89.538	116.276	116.276
		2999	Component total	33.305	32.589	235.688	107.663	409.244	409.244
FT30_CLASS_160	Meeting participants	30	TRAINING COMPONENT						
		3200	Group training					-	
		3201	Training sessions NFP & SFP (Regional and sub-regional)	42.508	24.251	67.493	39.875	174.127	174.127
		3299	<i>Sub-total</i>	42.508	24.251	67.493	39.875	174.127	174.127
		3300	Meetings/Conferences						
		3301	Regional meetings and outreach events	47.885	146.829	32.420	-	227.134	348.238
		3302	Inter-agency network meetings	865	3.419	1.783	-	6.067	
		3303	Board meetings	6.812	2.036	10.000	-	18.848	
		3304	International meetings on SCP Activity 4	2.357	4.848	61.983	-	69.188	
		3306	Programme consultations	-	-	27.000	-	27.000	

		3399	<i>Sub-total</i>	57.920	157.132	133.186	-	348.238	348.238
		3999	Component total	100.427	181.383	200.678	39.875	522.364	522.364
		40	EQUIPMENT AND PREMISES COMPONENT						
FT30_CLASS_135	Equipment	4100	Expendable equipment						
		4101	Equipment	-	-	-	-	-	-
		4199	<i>Sub-total</i>	-	-	-	-	-	-
		4999	Component total	-	-	-	-	-	-
		50	MISCELLANEOUS COMPONENT					-	
FT30_CLASS_125	Operations and Other Direct Costs	5100	Operation and maintenance of equipment					-	
		5101	Publication & translation / Reporting costs	2.858	6.912	17.250	29.000	56.020	92.270
		5102	Project evaluation	-	-	-	36.250	36.250	
		5199	<i>Sub-total</i>	2.858	6.912	17.250	65.250	92.270	92.270
		5999	Component total	2.858	6.912	17.250	65.250	92.270	92.270
		99	TOTAL COMPONENTS	390.107	532.456	818.137	315.375	2.056.075	2.056.075
			Programme Support Cost (7%) ⁱ	27.308	37.272	57.270	22.076	143.925	143.925
			GRANT TOTAL	417.415	569.728	875.406	337.451	2.200.000	2.200.000

Source: Extension 2016 09 30_Budget revision_10YFP project_April 2016 EC

F. Ratings on Financial planning and management

An aggregated rating will be provided based on an average of the various component ratings listed in the table below. Please include this table as an annex in the main report:

Financial management components		Rating	Evidence/ Comments
Attention paid to compliance with procurement rules and regulations		N.A.	Evaluation team did not come across any procurement aspect
Contact/communication between the PM & Division Fund Managers		S	No issue signaled by financial manager
PM knowledge of the project financials		S	On the whole satisfactory except for information on co-funding
PM responsiveness to financial requests		U	Requests for updated financial information, including on co-funding was not adequately responded to and it was not possible to get a full picture on project funding, endowment of Trust Fund and co-funding.
PM responsiveness to addressing and resolving financial issues		U	Outstanding issue on channeling project funds back to UNEP. Financial issues prevented outstanding payments over long periods.
Were the following documents provided to the evaluator:			
A.	Crystal Report	Y/N	Not requested
B.	All relevant project Legal agreements (SSFA, PCA, ICA) if requested	Y/N	Not requested

	C.	Associated Financial reports for legal agreements (where applicable)	Y/N	Not applicable
	D.	Copies of any completed audits	Y/N	No audit
Availability of project legal agreements and financial reports				Not requested
Timeliness of project financial reports and audits			S	Financial reports on time
Quality of project financial reports and audits			U	Project just budgetline in PIMS
PM knowledge of partner financial expenditure				N.A
Overall rating				

G. Evaluation findings and lessons

Terminal Evaluation - Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10 YFP) - Summary of Results and Lessons Learned

About the Project

The Project was to support the development and implementation of the 10YFP. The Outcome of the project was stated as: *A Global Platform for Action on SCP is established, supporting and facilitating the implementation, mainstreaming and scaling-up of SCP at the international, regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased at national and regional levels.*

The Project, with a European Commission (EC) funding of 2.2 million euros and a UNEP (in kind) contribution of about USD 0.5 million, started in August 2012 and was completed in September 2016. It has been a sub-project of two UNEP 'umbrella' projects and fell, at the end of the implementation, under the project 613.1 "Secretariat Services and Functions for the Implementation of the 10YFP" (formerly 61P6). The project falls under Sub-Programme 6 Resource Efficiency and Sustainable Consumption and Production (at the Start of the Project Resource Efficiency), of the Economy Division.

The project²⁶ was implemented between August 2012 and September 2016 and operated mainly at global and regional levels. The terminal evaluation was conducted between September and December 2016.

²⁶ Project document can be accessed at: [https://www.dropbox.com/sh/fjih7voqf32guh9/AAAFHD8d18etDy-2nev0x-Zsa/2.%20ENRTP%20project%20document/Full%20project%20\(1st%20revision\)?dl=0&preview=2013-07+ENRTP+10YFP_full_V7+21022014+Final+%26+Approved.pdf](https://www.dropbox.com/sh/fjih7voqf32guh9/AAAFHD8d18etDy-2nev0x-Zsa/2.%20ENRTP%20project%20document/Full%20project%20(1st%20revision)?dl=0&preview=2013-07+ENRTP+10YFP_full_V7+21022014+Final+%26+Approved.pdf)

Relevance

The project was found to be highly relevant and that the relevance had been increasing during its lifetime with the adoption of the Sustainable Development Goals (SDGs), including a specific goal on ensuring SCP patterns (SDG 12), the Paris Agreement and the New Urban Agenda. The fact that the Project had about 450 institutional partners is another proof of its relevance. The 6 10YFP Programmes that were established were all found to be relevant but it was also noticed that these were not explicitly focused on reducing CO2 emissions in industry, agriculture and transport. Another issue, not directly addressed by the Programmes, was waste management. Some partners would have liked to see a closer link to the climate change agenda, and this was the objective of dedicated workshop organized in September 2016 to foster the mainstreaming of energy efficiency activities in all six programmes. The relevance of the Project was high for all major stakeholder groups but a number of stakeholders would have liked to see more coverage of the production side.

Performance

The Project has contributed to the achievement of 10YFP objectives in that a Global Platform for Action on SCP is in the process of being established and SCP implementation has been supported, but there has been little progress in terms of mainstreaming and scaling up SCP at international regional and national levels. Technical knowledge, information sharing and cooperation on SCP has increased. So far the Project has focused on developing processes and Programmes for 10YFP implementation but there is not yet an accelerated shift towards SCP and more efforts are needed to decouple economic growth from environmental degradation.

B. Factors Effecting Performance (approx. 100 words)

The 10YFP constitutes an ambitious agenda and 10 years is a short period but the 10YFP but its Secretariat and the Project are clearly promoting change towards more sustainable consumption and production patterns. There is however a need to work more strategically, for higher impact and to do and share more analytical work on what works and what does not and why. Moreover there is a need to define the boundaries of the 10YFP.

An important development in the 10YFP environment was the adoption of the SDGs and the inclusion of SCP related targets. Another positive aspect is the large number of institutional partners which have formally joined the 10YFP “movement” and representing public authorities as well as civil society. An effort is still needed to strengthen the participation of the private sector.

Six 10YFP Programmes have been launched but the substantive work has, for the majority of the Programmes, just started and the progress in initiating substantive work has been slow. Moreover, even though the Programmes are expected to promote changes to more sustainable patterns in their areas, it is argued that the six Programmes will not be enough to implement the 10YFP. Additional efforts are needed at the national and global levels to promote SCP mainstreaming and changing consumption and production patterns.

Partnerships and synergies have been developed with many internal and external partners and programmes but deeper collaboration needs to be established both with UNEP programmes working in SCP related areas and other UN agencies in order to effectively promote SCP. The fact that the UN coordination committee has not been active was detrimental to overall UN involvement and ownership.

The EC is showing commitment to the 10YFP and a second phase project has been funded and launched. Financial contributions from other donors have been at a low level it has been particularly difficult to attract non-earmarked funding.

Key Lessons Learned

- Partners, including the UN and private sector need incentives to actively join a Framework such as the 10YFP. Funding can be such an incentive but partners are also willing to invest their time and join forces when the output is not only relevant at the Programme level but also for the participating institution/organization. For example, sustainable procurement guidelines can become a valid public good but can also be of direct utility to the work of the participating institutions and thus worth investing in.
- In order to promote buy-in and ownership of frameworks such as the 10YFP it is important to highlight that implementing the framework (mainstreaming SCP) at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development or the achievement of Goal 12 and other inter-linked SDG targets.
- A link to climate change will be important to mobilize additional resources and promote SCP implementation at global and national levels.

H. Survey questionnaire

Q1. Please enter your name here:

Q2. Your Ministry/Institution:

Q3. Your position/title:

Q4. Since when are you National Focal Point (NFP) for the 10YFP?

Q5. Do you feel well informed about the implementation of the 10YFP? If yes, how do you keep informed? (newsletter, website, meetings...). Kindly elaborate:

Q6. Have you been provided with any training/capacity building through the 10YFP Secretariat between 2013 and present? Please specify:

Q7. How have you used your new knowledge and skills?

Q8. Which reports/outputs of the 10YFP Secretariat have you used/consulted?

Clearinghouse/internet platform; Draft NFP Toolkit; Brochures; Newsletters; Reports (please specify below); Documents (please specify below); None; Other (please specify)

Q9. Have you or has your Government, in the period 2013-2016, been participating in any regional or sub-regional level SCP-related intervention(s)? If yes, which ones and what was your level of involvement?

Q10. Have you initiated or been involved in any SCP-related activities in your country (period 2013-2016)? If yes, please specify:

Q11. How do you carry out your information and coordination role at the national level? Please specify:

Q12. Have you organised any national roundtable(s)? If yes, when, and what was the outcome?

Q13. What is your level of collaboration with the following? (high, low, none):

The 10YFP Secretariat; Other NFPs; SCP stakeholders in your country; Interaction with the Board members of the 10YFP representing your region. Comments, if any:

Q14. Have you seen the preliminary online version of the 10YFP National Focal Point (NFP) Toolkit?

Q15. If yes, how useful do you find it? (Very useful, Neutral, Not useful.) Please explain in short.

Q16. Have you been consulted on the following?:

Directions, goals and priorities of the five 10YFP programmes; selection of the 6th programme.

Q17. Are you involved in any of the six 10YFP Programmes? If yes, which one(s)? Kindly explain your level of involvement. And what concrete result(s) do you expect from this/these Programme(s)?

Q18. Have you been involved in the development of project proposal(s) submitted to the 10YFP Trust Fund? If yes, please specify.

Q19. What kind of support would you like to have from the 10YFP Secretariat in the future?

Q20. Overall, how do you see your role as a 10YFP NFP and what are the key challenges attached to this role? In particular, what do you consider the key challenges in engaging other national Ministries on SCP-related issues and in 10YFP activities?

Q21. Please feel free to add any suggestion(s) to improve the delivery of the 10YFP:

I. Response to stakeholder comments received and responses

Reference	Comment	EOU comment	Evaluators response
General -1	There seems to be confusion throughout the report on: UNEP processes, 10YFP processes as mandated by the GA, and the EC SCA processes. The UNEP processes, whereas important to us, are mostly irrelevant to the Board and the EC, and may generate more confusion than anything (e.g. References to umbrella projects, PIMS, etc)	Paragraph 3 presents the overall picture. Propose to clarify what an umbrella project is and relations between levels. Please note that UN Environment's governing body has mandated evaluation of all UNEP project and programmes. All PoW projects are subject to evaluation as specified in the latest version of the Evaluation Policy (2016). All projects implemented by UN Environment follow the internal procedures, which are important to the evaluation and are therefore taken into account. Equally donors are aware of these internal structures, especially the EC, as all ERNTP funded projects follow them.	Evaluators have amended the report and tried to clarify when needed in order to avoid confusion. However all these processes are of importance since the Project falls under various mandates and management structures. It is not realistic that all readers will be familiar with all the aspects of the report and this is not necessary. The evaluation and the report has various users and stakeholders and the Board and the EC are two of these but as the project is implemented by UNEP and falls under UNEP management and procedures, UNEP Management is also a user and that is why UNEP processes are also covered.
General- 2	There seems to be a misconception on the role of a secretariat - and a confusion between the secretariat and the 10YFP. And I have voiced this concern many times throughout the evaluation. The role of the secretariat is not to mainstream SCP, this is the role of the 10YFP programmes and the other actors of the 10YFP, which are mostly external to UNEP and to this project. The role of the secretariat should be on a focussed support to the 10YFP actors that facilitates the achievement of SDG 12. What are the most	The role of the secretariat is clearly understood and specified, for example in para 2, as per project objectives: supporting the implementation of regional SCP strategies; facilitating the mainstreaming of	The role of the Secretariat has not been assessed rather the achievement of the projects objectives, summed up in the KFA of the project document where "SCP mainstreamed in more national development

	<p>relevant elements for a focussed facilitation of the multi-stakeholder approach to SCP mainstreaming would be in my view would be a more relevant question to ask than having the a key recommendation which states: "the 10YFP secretariat should work more strategically and focus on on achieving results in terms of SCP mainstreaming and changing consumption and production patterns". What does this recommendation mean? That the secretariat is solely responsible for mainstreaming SCP and changing C&P patterns? What is the implication of this statement? That resources in the secretariat should be shifted away from supporting our network of actors to micro-level interventions within governments and organisations? In which case, it would defeat the purpose of the involvement of 450 partners or of the 130 NFPs, as well as of having a multi-stakeholder approach. I would suggest breaking down this statement in concrete and implementable recommendations.</p>	<p>SCP into decision-making, especially in national development and economic plans; coordinating and guiding the development and launch of the five (currently six) initial 10YFP programmes; carrying out communication and outreach activities and supporting the functions of the 10YFP Secretariat and Trust Fund.</p> <p>It should be clarified that the evaluation (and hence the recommendation) does not put sole responsibility for the achievement of the 10YFP objectives on the Secretariat, but rather that achieving its objective of "facilitating the mainstreaming of SCP into decision-making, especially in national development and economic plans" would benefit from 1) a more strategic approach 2) result oriented approach. See also response below on the link between the Secretariat and 10YFP. Evaluator to further clarify.</p>	<p>plans and strategies" is one of the five component objectives.</p> <p>The key recommendation mentioned in the first column goes back to the 10YFP mandate and the foundation document, adopted at Rio -20, where it says that the Secretariat is "To contribute to the fulfilment of the functions of the 10 Year framework of programmes as listed above". The recommendation means that the Secretariat should work strategically, keeping the 10YFP objective of accelerating the shift towards sustainable consumption and production. It means that substantive results in terms of changing SCP patterns should be at the core and that, for instance , supporting a network of actors should not be an end in itself. The approach should not be the starting point but the objectives and most efficient way to get there should define the approach.</p>
General - 3	<p>The scope of the evaluation is unclear: what is being evaluated the EC funding? The umbrella project? The 10YFP? Whereas the section 4 to a certain extent looks at the EC project document, the overall assessment goes well beyond the boundaries of the EC project. This</p>	<p>The scope of the evaluation is stated in the ToRs and in section II. Question g was added specifically to provide an analysis</p>	<p>The evaluation has been conducted in line with the ToR and focused on answering the key</p>

	<p>includes for instance: statements on the trust fund (where the trust fund is not part of the EC project), the relevance of an additional programme (which is not in any way a decision of the EC or of the secretariat), etc.</p>	<p>beyond the EC project as it represents most of the work conducted so far and the secretariat only exists to facilitate the achievement of the 10YFP mandate, not as an entity with its own end goals. The Trust Fund is covered by the EC project's last objective and is further considered as evidence of its operationalization is available. Any reflections beyond the immediate scope of the project are provided to stimulate a discussion on the overall framework. Evaluator to further clarify.</p>	<p>evaluation questions (para 19 of the TOR). The Trust Fund is part of the EC project as the component 5 objective (LFA in project document) is stated as " An efficient 10YFP Secretariat and operationalized TF". Relevance is a core evaluation criterion and in this project where there has been a big emphasis on developing and establishing programmes, it was considered important to look at the relevance of the programmes.</p>
<p>Recommendations - 4</p>	<p>Key recommendations - We have difficulty in relating the key recommendations to the findings of the evaluation. As these have been limited to 7 and I would suggest that these are carefully framed in order to enable follow-up on the recommendations. A few points below. A) I have difficulty in relating the key recommendations to the findings of the evaluation - the key recommendations seem to be statement that lack a factual basis, or at least there is no clear link between them. For instance: "more attention should be given to the production side": what is the basis for this statement? Is there really more focus on consumption? In what form? And if so, why was this choice made? How does this relate to the decisions taken by Member States in establishing the 10YFP programmes? How does this relate to the role of the secretariat and of the EC project? "More authority needs to be delegated to the MAC and the secretariat should move into a more facilitating role": same as above - what is the factual basis for this statement? The secretariat actually does not have any direct relationship with the MAC, the authority of the MAC is directly managed by the programme co-leads.</p>	<p>Please review recommendations based on feedback and clarify as and when needed. Review recommendation to clarify action and entity responsible (e.g. reporting issues in PIMS are linked to UN Environment wide processes).</p>	<p>It seems that this comment was made based on the Executive Summary, which had 7 recommendations , when there are in fact over 30 recommendations in the body of the report and some of them spelt out with quite a lot of detail. In the body of the report the entity responsible is specified and the PIMS recommendation is directed to UNEP management. A. It is not enough to read the executive summary to get the essence of the findings and the recommendations. That more attention should be given to the production</p>

	<p>I am not debating the fact that these recommendations may be useful or not - I would like to ensure that they are based on facts and not just on perceptions.</p> <p>B) Implications of the key recommendations: I think that the recommendations should be carefully framed in the context of the mandate and resources of the secretariat. For instance " the follow-up project should devote more attention to mainstreaming at the national level etc". Currently within the resources allocated in the EC project, there is 1 full time staff (1 out of 2 paid by the project) dedicated to national and regional implementation; in terms of funding the allocation is of 1.26 Million Euro for national/regional activities (activities 1a, 1b, 1c, 2a, 5c. 5f), which is more than half the budget and where the second less than half budget is allocated to the support to programmes, IACG, Board, SCP clearinghouse, trust fund, communication, reporting, science-policy interface. Is the implication of this recommendation that even more resources are dedicated to national and regional activities, taking them away from the other areas of support? It should be noted that the mainstreaming at national level should actually be ensured by the 10YFP programmes and not by the secretariat; in that context I would then debate that more attention should be devoted to the programmes, to enable them to support national mainstreaming.</p> <p>C) It would be useful, in particular to ensure a follow-up, that the recommendations take a concrete and implementable form. There are many low hanging fruit to strengthen efficiency. Stating that the "scope of the 10YFP needs to be defined" is a bit vague. The scope is defined in the Rio+20 document as decided by the Member States. Does the scope need to be further focused in relation to available resources? Probably</p> <p>Or another example: "the project was not directly reported on in UNEP's online reporting system": this is a) inaccurate (see below), b) is outside of the control of the project. It may be useful to a)propose a more precise formulation of the recommendation, b) indicate who may be responsible for this - some seem to be addressed to UNEP, some to the Board, some to the secretariat, some to the 10YFP actors.</p>		<p>side came out clearly in the interviews and the report presents some arguments on why (in terms of emissions for instance). The evaluation finds no issues with the decision making process. Generally UN programmes, when evaluated, are assessed for relevance and many of these might be based on a General Assembly resolution.... The issue of relevance does not relate to the role of the secretariat and the EC project. The definition of relevance is " The extent to which a project is aligned to priorities and strategies of target groups, including beneficiaries and donors. Are the objectives of the project still valid and are the activities and outputs consistent with the overall goal and the intended impacts and effects? "</p> <p>The leads and co-leads interviewed found that processes were too complicated and that there was too much bureaucracy. This information is provided in the body of the report. This is not an opinion of the evaluators – this was told to us by the interviewees.</p>
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			<p>B. The follow up project has a rather big budget and the evaluation team finds that national mainstreaming should be a priority. Reading the comments in the report there seems to be agreement (within the Secretariat) on this recommendation. The evaluation finds that national mainstreaming needs to go beyond the programmes, in order to cover for instance, industry, mining, transport, waste management which have been identifies as priorities by some countries and regions, This is mentioned in the body of the report.</p> <p>C. It was clear from the discussion in the recent Board meeting that the scope of 10YFP needs to be defined. The report provides more information on this issue. Results of the project were not reported on in the online reporting system. Yes, it is outside the scope of the project and that is why the recommendation is directed to UNEP management. In the body of the report recommendations are</p>
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			directed to various entities.
Reporting and design and management - 5	"the project was not directly reported on in UNEP's online reporting system" (I assume PIMS not MISP): the reporting is done every 6 months in PIMS and as per UNEP's processes is done for the umbrella project (80% of which funded by the EC project). Everything is on PIMS, if the evaluators have issues with the way UNEP reports on its umbrella projects and sub-projects, this is a question to be raised with UNEP and not with the project manager or the donor.	Correct PIMS/MISP. This is indeed a question which is raised at UN Environment level and it is no longer accepted that such a large project is included under one, or even two as in this case, umbrella project to facilitate clear monitoring, though it should be acknowledged that this was corporate practice at the time and was further complicated by ENRTP processes. Evaluator to clarify in the report.	Yes, MISP. This is a recommendation that is directed to UNEP management, please have a look at Recommendations sub-chapter of the report. .
General - 6	"The 10YFP is a follow-up of the marrakech process and the objectives and working modalities are very similar": the working modalities between the MP and the 10YFP are extremely different, in set-up, governance, mandate, structure, approach and resources.	Please review.	The MP also worked with TFs and 5 out of the six TFs come out of the MP, TFs were led by Governments, there was an Advisory Group including but not solely government representatives, Major groups, regional meetings working on development of strategic initiatives, a Secretariat hosted by the UN, Engagement with development cooperation agencies including UN agencies and there was a UN Interagency Network. There was also financing and implementation of projects.
Finance - 7	Project financing: the data is largely incorrect and in any case beyond the scope of the EC project - in this section the UNEP POW project and the EC project are largely confused.	Please verify and request accurate data if this is not correct.	Accurate data has repeatedly been requested. The Financing of the 10YFP

			Secretariat and related projects is confusing. The Secretariat has been asked to provide correct figures.
General - 8	"programme on sustainable Agriculture": there is no programme by this name - Sustainable Food Systems Programme maybe	Correct as needed.	Corrected
General - 9	"the fact that production was not singled out meant it was neglected": please clarify and substantiate with facts	For revision as needed.	This aspect has been clarified and substantiated in the report. In short there is no specific Programme on Sustainable industry.
General - 10	"agriculture, industry, transport" are all sectors included in one or more programmes thereby ensuring a multistakeholder approach (which would be defeated if industry were approached separately)	Please can it be clarified where they are included.	This comment seems directed to the 10YFP Secretariat
General - 11	"the low level of funding of the 10YFP umbrella project and TF put some doubts on the relevance of the project": whereas the limited resource are a huge limitation for the 10YFP, it is probably not the role of this evaluation to put in doubt target 12.1 of the SDGs at this stage and with the little amount of time to do this, HLPF will review the relevance and achievements of the SDG targets over the next 15 years.	The EOU understanding is not that the evaluation intends to question SDG 12.1, rather that it points at underfunding as a challenge, leading to limited results, which in turn lead to questions on the relevance of the project. Evaluator can further clarify.	The evaluator applauds target 12.1 – but despite the perceived relevance of SCP 10YFP funding has been below expectation. Some interviewees from the donor community stated that the choice of programmes could have been a factor for decision on funding.
General - 12	"we notice isolated examples of mainstreaming". On a sample of 2 country visits, I would be careful in using the term isolated	To be clarified that this is not based only two country visits, but also on a survey, document review, etc.	Text has been changed.
Executive summary - 13	The full report includes a lot of observations, conclusions and recommendations that are valuable. However, there is a major issue with the Executive Summary, which does not balance the report as a whole. Many of the positive remarks and constructive recommendations in the full report are lost / diluted or not understandable as presented. There is a heavy focus on the internal PoW / processes (umbrella vs sub-project, PRC, etc.) whereas more on substance would be more interesting for the donor and others. For instance, it would be more interesting for the EC to read about	Executive summary can be reviewed and some suggestions for inclusions are made in the draft report based on comments. Overall, it is perceived as balanced, presenting key positive findings, while keeping in mind that evaluations tend to focus on areas for improvement.	A few positive aspects have been added to the report but the view of the evaluation team is that it is fair and balanced. We suggest that the Secretariat will advise the main stakeholders the full

	<p>the key messages (e.g. scope of the 10YFP, focus on mainstreaming SCP at national level and engagement of NFPs, need for SCP policy baselines and impacts, simplification of processes, role of the business sector) than about the logical framework or the PRC. In addition, the executive summary tends to systematically highlight negative observations / gaps, whereas there are also positive observations about achievements and opportunities in the main report.</p>		<p>report or chapters of the report that are of interest to them in order to get a clear picture and understanding of the issues at hand. After all, the report is not that long.</p>
<p>Design and management - 14</p>	<p>Establishing baselines: it is true that comprehensive baselines on SCP generally or even on the themes / sectors of the programmes are missing, as well as some systematic analysis of what works and does not work. The reason is also because this was never really part of the Secretariat's work plan, and is not clearly addressed in the umbrella project. The survey that the Secretariat has conducted is responding to this to a certain extent, and programmes should probably now be focusing on those baselines. We expect this to start – in the programmes – this year. However, establishing such baselines (on SCP, worldwide) is very resource intensive – some indication of how many resources the Secretariat could or should dedicate to establishing this baseline would be useful.</p>	<p>This is highlighted under design as something that could have been included; see also response to FP comment in the report.</p>	<p>The evaluators would involve the MACs and the NFPs in the establishment of such a baseline. We cannot estimate the time since we do not know how much information is already available and known to the Secretariat.</p>
<p>Recommendation -15</p>	<p>Mainstreaming at the national level: the recommendation of the evaluator is that the Secretariat should focus its attention on mainstreaming SCP at national level, working much more closely with the National Focal Points. This implies operating as a 'help desk' for them, supporting institutional strengthening (establishment of inter-ministerial committees on SCP) as well as policy design and monitoring (national action plans).</p> <p>The Secretariat does have activities, also complementing those of the SWITCH projects, of such kind, for instance through the UNDA project (not evaluated here). The proposal we recently submitted to the 11th tranche of the UNDA is exactly offering such a support package to countries. The question is, once again, how much attention and effort should the Secretariat dedicate to this? A lot more could / should be done, indeed with the NFPs, beyond the toolkit that has just been produced for them. It is actually part of our workplan to 1) develop a full project proposal on supporting NFPs for institutional strengthening and SCP policy design at national</p>	<p>Report can acknowledge ongoing efforts based on feedback (and workplan) and make suggestions based on emerging evidence/ stakeholder views on the need to focus on national level, while highlighting the limitations (less regional work), but ultimately the decision on exactly how much time/ effort rests with the Secretariat.</p>	<p>Yes, the evaluation team finds that it is at the national level, where decisions are taken and budgets are available that more can be done in order to foster a move to SCP. Yes, the evaluators find that the Secretariat should give less attention to regional activities and to MACs (which are now up and running).</p>

	level, to be presented at the mid-term review; 2) identify champion countries with which could start this project, with very concrete activities and results (similar to Chile). But it should be clear that if we decide to focus more on mainstreaming at national level (support to NFPs), it would mean less efforts at the regional level given current financial and staff constraints, and less of other kinds of support to partners in the programmes.		
General - 16	The point about the 'productive' side of SCP is not well formulated. What is meant by that? When reading the report more closely it seems to be referring to the fact that the business sector, including SMEs, is not addressed / involved enough. We would agree and there are opportunities to do this, such as a greater involvement of the NCPs, and doing more for SMEs on SCP. As a Board member commented earlier this week, it would be good to first understand how SMEs are <i>already</i> addressed and supported through the six programmes, and what one could do better in that area, before considering having a specific programme on SMEs (which only member states can choose to create). The current evaluation has obviously not been able to do that. Implementing such an approach will still depend, to a very large extent, on the actors in the programmes.	Evaluator to clarify as available evidence permits. The scope of the evaluation was never intended to include a detailed analysis of SME engagement, other than as one of the stakeholders and should not be seen as a replacement for internal mapping of stakeholders and analysis of their roles. Should the evaluation formally recommend such an analysis is done?	The evaluators learned that for all programmes the involvement of the private sector was a challenge, The NCPs had not been used. We did not find any results in terms of SMEs having moved to more sustainable consumption and production patterns. The evaluators (and many interviewees) find that the engagement of SMEs and industry must go beyond the programmes.
General - 17	Complexity and heavy processes of the 10YFP: this is also something that is reflected across the report, which makes some valuable points. But those points are spread over the report and it is difficult to really grasp the issue or see what is recommended to address it. Perhaps the report could better structure those key messages / recommendations? We started to do that already with Trust Fund calls, and in discussion with our Board this week, but another view from the evaluator could complement their recommendations.	Propose to summarise point in conclusions (with clear cross reference, e.g. volume of call for proposal process, para 193, governance complexity para 196 etc.) and further define the recommendation.	Paragraph added in conclusions and recommendation expanded.
141	I am not sure about these numbers. We have a project funded by Germany, implemented by UN Environment and GIZ, over 4.5 million (2 million via UN Environment). This is a project, thus all funds are earmarked for the activity that the project proposal outlined. If those numbers talk about the Trust Fund, it is a different story but as far as I am aware, none of those were specifically given to the CI-SCP (but to the Trust Fund in general)	For evaluators to consider when precise financial figures are obtained. Unclear if these funds were allocated to the TF for CI-SCP or to a project or they refer to two tranches of 4.5 million (one to TF and one to the project)	The evaluators have not received any financial information that is contesting the information provided in the report.

165	I think this is work of the Programmes (who do the substantive/ technical work) and not of the Secretariat [Secretariat needs to show that consumer information really impacts...]	Suggest to further clarify the issue of distinction between Secretariat and Programmes	Correct - " Programmes " have been added in the text.
General	<p>Thank you for sending the draft evaluation report that, in our opinion, has adequately captured and analysed the main positive and negative impacts/outputs of the project implementation.</p> <p>I have some issues regarding the functioning of the secretariat but they are not directly related to the project, being of a more strategic and governance nature.</p> <p>I hope the 10YFP secretariat continues to function and to support SCP related work at all levels, all the more important now and in the future with the adoption of the Agenda 2030 and the SDGs, especially SDG 12 on SCP. We remain available for further discussions on this matters.</p>	Noted. Evaluation could consider expanding R1 based on this and other comments in terms of including consultations with key stakeholders when engaging in a discussion of strategic and governance aspects.	The evaluators do not find any need to change the recommendation 1 as it has been mentioned in the report that a second phase project has started and funding is secured.
General	<p>Thank you very much for forwarding us the draft evaluation report and allowing us to comment. The adoption of SCP patterns is much needed globally and the project is making a significant contribution in this direction.</p> <p>We only have one observation/suggestion: the e-learning course "Introduction to SCP in Africa" is mentioned in a bullet as "additional output" in p42, no further information provided. Perhaps the course can also be featured in more details in the section "Achievement of Outputs" starting on p. 35, as it contributes directly to: Component 2 (Increased capacity-building on SCP and wider knowledge on SCP contributions to new economic opportunities and poverty alleviation).</p> <p>The course has been financially and substantially supported by the 10YFP Secretariat, as well as by the SWITCH Africa Green project. The evaluation reports from the pilot editions in English and French language are attached. Should you need additional information, please do not hesitate to contact me.</p>	For evaluator to consider adding a reference. Additionally, this supports statement in para 44 about cooperation with SWITCH Africa Green.	Information about African e-learning added to the text.
General	Please kindly be informed that Economic Planning Unit, Malaysia has no objection to the draft report.	Noted.	Noted
General	The report shows that the 10YFP has produced good results, and		Noted

	that several are still on the way, despite the limited resources, especially funding. As a former board member, I also appreciate efforts the 10YFP Secretariat has made to keep SCP a highly visible topic and also to engage many countries and organisations across the globe. The funding by the European Commission and in-kind support by UNEP has played a constructive role in these achievements.		
General	I note a few areas which I hope are being addressed. A few examples among these are weaknesses in the logical framework, where outcome level results were not clearly formulated and indicators did not always match the results. I therefore suggest a careful review of the logical framework in the next project cycle. This is also an opportunity to make sure that indicators are clearly linked to impacts and not only to processes.	Noted and included in R2 (para 257), for evaluator to consider adding any additional clarification.	Agree - a sub-recommendation has been added.
General	The report also mentions the "complex governance structure" of the 10YFP project, as well as "cumbersome" procedures related to funding. Simplifying these would facilitate engagement with partners and project implementation.	Noted and captured in 258, the evaluation proposes some actions, as per available evidence.	Comment noted.
General	There seem to be many opportunities embedded in the project that could be more fully explored. I am impressed to read that the project has 450 institutional partners around the world. The 10YFP is therefore a platform for these partners to work together with each other in order to generate substantial momentum towards implementation. Reading through the report, it is not clear where these partnerships have come together, where they have jointly developed and implemented a common project or their combined impact as a team. Projects of the 10YFP are better if not isolated, but as all contributing towards one whole	Noted and to consider further clarifying in the report the potential to develop common projects (which could in the EOU understanding be linked to the flagship and pilot projects development, currently not in advanced stage).	The essence of the comment is reflected in the report.
General	I also want to highlight the need for cooperation between UNEP, the 10YFP Secretariat and regional bodies. This is so because regional offices work with countries and projects, where there is shared local understanding in the region. According to the report, this collaboration between the Secretariat and regional offices has worked between UNEP and the Asia-Pacific region; such collaboration could be extended to other regions and for other regional programmes. I also recommend that in the next phase of this project, stronger links should be made through joint support for implementing the 10YFP and other SCP programmes and	Noted and consider whether further clarifications are needed, e.g. in relation to recommendation in para 259	Noted but the evaluators do not consider that this warrants any additional recommendation.

	frameworks - e.g. SDGs and climate change. In the case of climate change, making that link in implementation will be good for measuring CO2 impacts of the project and to demonstrate how it is contributing to addressing climate change.		
General	just one comment - it might be useful to consider a name change for this programme. Like many others in the UN, it is cryptic and does not convey the purpose of the initiative. Although hardwired into outcome documents and text, in the spirit of simple communications, now might be a good time not only to rethink inner workings and strategic frame but also branding of the initiative itself. For example, UN Initiative for Sustainable Consumption and Production. or iSCP for short. just one comment - it might be useful to consider a name change for this programme. Like many others in the UN, it is cryptic and does not convey the purpose of the initiative. Although hardwired into outcome documents and text, in the spirit of simple communications, now might be a good time not only to rethink inner workings and strategic frame but also branding of the initiative itself. For example, UN Initiative for Sustainable Consumption and Production or iSCP for short.	For Secretariat to consider.	
General	The SCP focal Point of Antigua and Barbuda - please note that we have reviewed the evaluation sent by the 10YP and have found it to be reflective of the program. We also noted that it reflects the gaps accurately, and anticipate that the upcoming program of work will adequately fill these gaps.	Noted.	Noted.
Milestones, para 35, Programme on Sustainable Food Systems	The SFS Programme MAC met for the first time in October 2015, were it adopted the SFS Programme document and elected its Co-Leads, thereby kicking off the work of the SFS Programme. Both the SFS Programme document and the governance structure were subsequently submitted through the 10YFP Secretariat to the 10YFP Board. The 10YFP Board finally approved the SFS Programme document and governance structure in April 2016.	Noted, milestones are only presented here in abridged/summarized manner.	Noted.
248	C. FAO is a very active MAC member of the SFS Programme, and was instrumental in the development of the SFS Programme. D. In 2016, The FAO Committee on Agriculture (COAG25) "requested FAO to strengthen its work on sustainable food systems in relation to the UN Ten-Year Framework of Programmes on Sustainable Consumption and Production (http://www.fao.org/3/a-mr949e.pdf)	Noted and to be added.	Noted but 10YFP or SCP-related work of individual UN agencies are not described or analysed in the report.

252, second sentence	E. Yes, for example in the case of the SFS Programme, our MAC has just endorsed 8 collaborative projects (core initiatives) and 10 affiliated projects (on 13 February 2017), some of which have already started implementation and the others are scheduled to start implementing activities in the first half of 2017.	To be added as supporting evidence.	Noted but activities of individual Programmes are not mentioned in this paragraph, which is of a more general nature. The comment is not contradictory to the finding which states that activities have been launched but that there are not yet concrete results.
258	F. Add Co-leads (titled and bullet one)	Noted, for evaluator to consider.	If more autonomy is given to MACs this would mean that the co-leads would also have more authority but the evaluators find it is up to the MACs to work out lines of authority, if this recommendation is accepted.
261, second bullet	G. I would second that	Noted.	Noted.
General	<p>We agree with the Report on several topics, for example: that the boundaries of 10YFP had not been clearly defined and that a baseline against which progress could be assessed was missing at the start of Project.</p> <p>On one hand, we noticed that some issues were included in the Report, when they aren't part of the founding document of the 10-year framework of the program, as reducing CO2 emissions in industry, agriculture and transport. On the other hand, there are other issues not directly addressed by the Programmes as waste management, which has been a permanent request from the LAC region. Also, would have liked to see more coverage of the production side and more challenging to involve the private sector.</p> <p>In relation to Component 5, we agree on your discovery that the level of cooperation with National Focal Points, UN Environment</p>	Noted, all points support the report findings and recommendations. Evaluator to consider if further response/clarification is needed.	There seems to be agreement on the findings.

	<p>Programmes and UN agencies working in similar could be enhanced.</p> <p>With reference to the network of National Focal Points, we agree that the network has not been capacitated nor used to any significant degree. Moreover, it is usual in the 10YFP that the NFP are informed after decisions have been made.</p> <p>To conclude, we find the evaluation thorough and complete, and we believe it provides us with a good base to improve on the future work for implementing the 10YFP.</p>		
General	<p>We share with the evaluators the acknowledgement of the breadth of the undertakings of the 10YFP Secretariat as well as the recommendations related to the need to work more strategically to achieve results in mainstreaming SCP:</p> <ul style="list-style-type: none"> • The development of baselines and action plans and dissemination of these documents among Lead, Co-leads and MAC members will allow all the 10YFP programmes to plan their own activities accordingly and will reinforce the role of the global platform where diverse set of actor-blocks are aligned towards a clear set of intended SMART milestones to be collectively achieved. • This would also increase the transparency on the use of funds and could potentially facilitate, during the ongoing new phase of the Project, the channeling of funds towards strategic cross-cutting activities of high impact value to be implemented by the programmes (e.g. led by the Coordination Desk in collaboration with Lead, Co-leads and MAC or with a selection of Partners depending on expertise needed). • Enabling the programmes to pilot activities through seed funding could become a tangible proof communicating to the donor community the added value that the 10YFP as a whole can have as an implementation mechanism for SDG12 (and other related goals). Increasing the trust of 	Noted. Evaluator to consider if any further clarification in the report is needed.	Noted. The evaluators do not see the need for any further clarification.

	donors on the 10YFP mechanism to deliver the SDGs would have potential to help unlocking the needed funding for scaling up the activities.		
Sustainable Tourism Programme - clarifications	<p>We have some reservations with regards to the way in which the report is presenting the support provided by the various 10YFP programmes as the assessment is too general. With reference to the Sustainable Tourism Programme, we would like to point out the following (listed in order of appearance in the evaluation report):</p> <ul style="list-style-type: none"> • (Executive Summary “Relevance” –page 7- and paragraph 101) The STP has a focus on climate issues under Programme Work Area 3 of the concept note. The latest activities related to climate change took place during COP22. See http://sdt.unwto.org/cop22-10yfp-stp • (Executive Summary “Effectiveness/Component 3” –page 9- and paragraph 200) The STP was launched at the end of 2014 and has since then supported implementation of SCP activities. While mainstreaming of SCP might take longer, the STP has been proactive in supporting implementation. For instance, the STP is the first programme to have launched the Portfolio http://sdt.unwto.org/portfolio-10yfp-stp as well as to have started its Annual Magazine http://sdt.unwto.org/annualreport-10yfp-stp which compile the efforts of the STP network to advance the 10YFP goals are being presented. • (Executive Summary “Efficiency” –page 9- and paragraphs 65, 67, 94, 185, 217, 218, 248, 253, 257) UNWTO is referred to as part of the MAC, whereas UNWTO is proactively involved as the Lead of the STP. Additionally, UNWTO is already reporting multiplier effects generated within the organization by its role as Lead of STP. See last report of 10YFP IAG Coordination Meeting from November 2016. • (Executive Summary “Efficiency/Paragraph3”, “Key recommendations” and paragraphs 51, 193, 194, 258) In general, the role of the Lead/Co-leads and MAC are being 	<p>Additional information on STP can be presented in footnotes or in the report if supporting evidence already presented.</p> <p>Please verify</p> <p>Please consider further clarifying and specifying whether accountability is intended for TF projects/ pilots etc in relation to actual allocations.</p>	<p>Information about STP added in para 101.</p> <p>Noted.</p> <p>Noted but information provided is not contradictory to the report where it (in the paragraphs stated) is mentioned that UN agencies are leads or co-leads of Programmes/MACs or supporting 10YFP implementation. UNWTO added in para 185 and 257.</p> <p>The evaluation proposes</p>

	<p>mixed, while the efforts of Lead/Co-leads are being overlooked. In the STP, Lead and Co-leads have a more intense function in the management of the Programme. The recommended increased autonomy of Lead/Co-leads and MAC should be coupled with a minimum set of harmonized guidelines from the 10YFP Secretariat for every prioritized area of action. This would allow all programmes to have a frame against which decisions are taken and will ensure consistency across programmes while providing grounds for scalability of activities. In the STP, the MAC is composed by high level experts who are providing advice pro-bono. It does not seem strategic to make them responsible for “accountability and reporting” for Trust Fund projects as in many occasions they are not managing these projects. If seed funding started flowing for them to implement projects directly, then the scenario would change.</p> <ul style="list-style-type: none"> • (Executive Summary “Efficiency/Paragraph4” and paragraphs 128, 157, 176, 198) The Global Partnership on Sustainable Tourism (GPST), which was the successor of the International Task Force on Sustainable Tourism of the Marrakech Process (MP) was successfully transitioned into the STP in February 2015. See http://sdt.unwto.org/events-10yfp-stp The work of the STP has been building on the lessons learned of GPST and the MP. One of the initiatives in this regard is the development of Guidelines to Integrate SCP Patterns into Tourism Planning (to be released in 2017) currently ongoing as part of the Portfolio of the STP and through the collaboration of UNWTO and UNEP. The Guidelines are linked to the Policy Recommendations of the MP. • (Paragraph 8, 178, 195) <u>Co-leads of the STP were not interviewed</u>. Only one MAC member of the STP was interviewed – Elisa Tonda (focal pont) and Helena Rey (alternate) from UNEP. The STP has just undergone the reelection of the MAC with 17 organizations applying to be reelected for an additional term of 2-years. Therefore, disenchantment could be too strong of a word for the STP 	<p>Diverging views can be noted</p> <p>Please correct</p>	<p>more autonomy of the MACs and this would include defining governance structures and management functions within the MACs.</p> <p>This is a general finding but the evaluators recognize that there might be some exceptions.</p> <p>The evaluation reflects a common view of MAC members, not necessarily of all leads or co-leads.</p>
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	<p>MAC which is functioning nicely. Note that UNEP and UNDP are part of the MAC of 10YFP STP.</p> <ul style="list-style-type: none"> • (Paragraph 25) As marked in the Concept Note of the STP (page 5), the STP shall be referred to as Sustainable Tourism Programme. The reference “including ecotourism” shall not be used to prevent confusion. • (Paragraph 51, 209) The Coordination Desk of STP has 4 full time equivalent (FTE) staff, one representing each Lead and Co-Lead. The Coordination Desk of STP has been already operational and delivering since 2015. In addition to the 4 FTE staff, during 2016, the financial support provided by the STP Lead and Co-leads for the operations of the STP was USD 195,000 (time invested by focal points of Lead and Co-leads is not being accounted; the figure reflects real expenditures). These funds allowed to organize the Annual Conference and International Symposium, to produce the Annual Magazine, to recruit additional staff to carry out the evaluation of Trust Fund proposals, as well as to support other activities, cover for translation costs of documents or travel expenses of 10YFP meetings. • (Paragraph 54, 55, 194) The STP Lead, Co-leads, a selection of MAC members and the Coordination Desk participated in the launch of the call for proposals for the Programme and subsequent evaluation of applications, together with the 10YFP Secretariat. Over 300 proposals were received, out of which over 100 proposals were eligible for screening. Moreover, the Coordination Desk and a selection of MAC members assisted the 10YFP Secretariat and project implementing agencies in the development of the implementation plans. • (Paragraph 155, 201) The M&E Framework of 10YFP has been developed by the 10YFP Secretariat in collaboration with representatives from all the programmes. In particular, the STP involved one member of the Coordination Desk 	<p>Useful detailed information on monitoring framework</p>	<p>Corrected.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p>
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	<p>(UNWTO officer) as well as three MAC members in the Indicators Task Force. Moreover, the programmes are also supporting the 10YFP Secretariat to roll out the first pilot reporting exercise linked to the M&E framework. As the STP has the Portfolio in place since 2015, the Portfolio exercise 2016 has been linked to the indicators of the M&E framework.</p> <ul style="list-style-type: none"> • (Paragraph 225) The STP is active in social Media since mid-2015. In particular 3 social media channels are being managed: Twitter @10YFP_STP (over 300 followers); Facebook 10YFP STP (over 1000 likes and 800 friends); and Linkedin "10YFP Sustainable Tourism Programme" (over 1300 members). Twitter and Facebook accounts were created from scratch and have registered a steady increase in the number of followers. The Linkedin account from the GPST was transitioned to the 10YFP Sustainable Tourism Programme. • (Paragraph 245) The STP is currently formed by 113 organizations (4 Lead and Co-leads, 22 MAC and 87 Partners) out of which 20 are private sector representatives and 7 business organizations. These involve companies like TUI Group or Club Med and business associations such as the World Travel and Tourism Council (WTTC). It is part of the strategy of STP to continue engaging more private sector partners. 	<p>It could be mentioned that private sector engagements varies across programmes, noting the STP example.</p>	<p>Noted.</p> <p>The evaluation argues that Private Sector is not active not that it is not a member.</p>
<p>Relevance, executive summary (CO2 emissions in industry, agriculture and transport)</p>	<p>This was a deliberate choice during the last years of the preparation for the 10YFP, in order to stay away from the sensitive political discussions around climate change; and this has helped the adoption of the 10YFP; however, this does not mean that we did not consider this, but from an implicate perspective and not very explicit, demonstrating at a later stage that adopting SCP will contribute to climate mitigation. And this is what we started to do from 2014 (ref activities on lifestyles with explicit to CO2 reductions with the support from Japan;</p>	<p>Evaluator to consider adding this in a footnote.</p>	<p>This information has been considered in the drafting of the report.</p>

Executive summary, effectiveness, component 5	There has also been collaboration with the SwitchMed programme, which by the way had been working at national level mainly with a series of SCP strategies and action plans.	There are contradictory views on this. The proposal is for the evaluator to highlight any points based on evidence and present diverging views.	The factfinding resulted in a divided perspective (no overarching evidence) on collaboration with the SwitchMED that is why SwitchMed is not specifically mentioned in the Ex Sum, under effectiveness for component 5.
Executive summary, efficiency, 3 rd paragraph	Collaboration with UN Agencies as such and in the context of the MACs could have been much better if the UN InterAgency Coordination Group members were better involved, notably through regular consultation and more direct involvement. Such weakness should be quickly overcome, if not for at least avoiding a criticism against UNEP that we are not just a host for the Secretariat but we are making the 10YFP a UNEP programme more than a UN one.	For evaluator to consider	There seems to be agreement on related findings.
Executive summary, conclusion, last paragraph	This is precisely what was done under SwitchMed, following on the "Planning for Change" methodology developed at the beginning of the Marrakech Process.	The suggestion is to refer to available evidence as opinions diverge on this point.	The evaluators find that no new facts have been presented that changes the overall findings of the executive summary or conclusions.
20	The Marrakech Process/MP had not developed the regional roundtables; these pre-existed the MP, were called before regional roundtables on Cleaner production, developed in the context of the UNEP-UNIDO Cleaner Production Center programme, before they then became regional roundtables for SCP (after the evaluation of this programme). So the work of the MP did contribute to having the regional roundtable from CP to SCP, and did contribute to having	Suggest to clarify as per comment	Paragraph 20 has been reworded. The positive results of the Cleaner Production Programme is recognized in the report.

	SCP better considered by the roundtable.		
21	The 10YFP is not “everything” and not “only”; the 10YFP is structured around the “programmes”, the “P” in the title, but with a set of cross cutting activities, such as indicators and awareness raising activities, as well as being a platform for information and communication, the “clearinghouse” which is expected to be an info hub not only of the 10YFP activities undertaken by the Secretariat and the programmes (5+1+?, the list is not closed) but also other SCP related and relevant activities done by member states, UN agencies, regional agencies, NOGs, business community, etc, which are not explicitly or directly linked to the 10YFP;	The questions are just rhetorically presented based on available evidence on differing views on the scope. This view is noted.	Evaluators agree with comment made.
29		Please check – missing words at the end of the paragraph	Sentence corrected.
31	This was the aim of an important study that we commissioned to the CSCP/Wuppertal center but the outcome was unfortunately not at expected level, partly because it is not an easy subject.	Noted.	Noted.
44	All 6 programmes, not only these 4 (mainly because these were linked to 4 initiatives from MP); if CI and SLE did not have same title before, their core substance emerged from the work on education and YouthXChange, eco-labeling, etc.	Links to areas for remaining two programmes can be added.	Comment has been reflected in revised paragraph.
76 (justification for 6 programmes)	Surprised to read that; the 6 programmes were a direct consequences of the MP, which themselves emerged from a survey of SCP related priorities in all regions, resulting in current programmes (and their selection was precisely confirmed by Members States at the last CSD, and then by Rio+20; therefore the project and the Secretariat had no reason and even no	For evaluator to consider. EOU understanding is that this is referring to documented explanation in the documents consulted.	The evaluation is not arguing that the Programmes were not following up on the MP or decided on by the member states, following

	power/responsibility to question them), to which we might had at a later stage waste, cities, SMEs, as these also were identified as priorities in some regions.		appropriate decision-making procedures. However, the justification for selecting the Programmes is missing in the background documents.
105	UNEP not UNDP	To be corrected (UNIDO/UNEP)	Corrected.
244, last sentence	This not only thanks to the Board and the Secretariat but ALL the team of SCP/SLCI with our colleagues in NY UNEP Office, the whole advocacy and lobbying work being done by the Chief of the Branch (in which the 10YFP was still integrated) and the Head of the 10YFP Secretariat.	Can be revised for accuracy, if evaluator has supporting evidence.	Paragraph has been changed to reflect comment.
248	UNIDO was very keen in getting involved in the 10YFP, notable through a specific programme related to industrial production, at the time of CSD 18-19, but then were not encouraged with the selection of programmes at Rio+20; the same was with UN Habitat with regards to a "city" programme . Later on, the Secretariat did not try to really motivate both organization to reconsider their active participation, which could have been done through the IACG which unfortunately was not very active and not much motivated by the Secretariat. These are not just criticisms, as I assume part of the responsibility, but important facts that the Secretariat needs to be seriously handled in the short term.	Useful background information, statement in report remains valid, for evaluator to consider whether to strengthen recommendations on cooperation with UN Agencies and role of IACG	There seem to be agreement on the finding.

J. Brief CVs of the Consultants

Ms. Margareta de Goys, Team Leader

Maiden name: NILSON-DAG

Margareta.degoys@gmail.com

Nationality: Swedish

EDUCATION

1973-1976 **STOCKHOLM SCHOOL OF ECONOMICS (HHSS):** Civilekonom- examen in Marketing and International Economics.

1978-1980 **NEW YORK UNIVERSITY:** Master of Arts in Development Economics and International Relations.

WORK EXPERIENCE

09/2007-04/2015 **DIRECTOR OF EVALUATION (D-1), UNIDO, VIENNA**

- Led the Office for Independent Evaluation
- Served as Vice-chair of the UN Evaluation Group (UNEG) 2011/12.
- Conducted peer reviews, under the UNEG/OECD-DAC umbrella, of the evaluation functions of UNEP (chair of the peer panel) HABITAT (chair of the peer panel), UNDP (member of the peer panel) and UN Women (member of the panel).
- Co-chair of UNEG Task Forces on Impact Evaluation and Peer Reviews.
- Member of UNEG Task Force on Norms and Standards
- Managed and conducted thematic evaluations in areas such as UNIDO's contribution to MDGs, Field Office performance, UNIDO's Global Forum function, UNIDO's contributions to One UN Mechanisms and UNIDO's Contribution to Poverty Reduction as well as a strategic evaluation of UNIDO's Medium Term Programme Framework (MTPF).

1996-2007 **SENIOR CONSULTANT AND PARTNER OF SPM CONSULTANTS, STOCKHOLM**

1983-95 **INDEPENDENT CONSULTANT**

Key consultancy assignments:

- Project manager of Sida financed projects promoting women's entrepreneurship in Morocco and Tunisia
- Team leader of the evaluation of the Swedish Human Rights Programme in Indonesia.
- Team leader of the Sida and NORAD/Ministry of Foreign Affairs review of the Joint Programme for Malawi

- Logical Framework Analysis (LFA) facilitator and RBM trainer
- Various project evaluations and monitoring assignments for Sida, EC, ILO, ITC, UNESCO, UNDP, UNHCR and UNIDO.
- Contributed to publications and meetings of the OECD/DAC
- Gender expert and trainer
- Team leader for a Study on Private Sector Development in South Africa and its role when it comes to poverty reduction – Opportunities and options for Sida support to the sector.
- Evaluation of the collaboration between the UNHCR and the Norwegian Ministry of Foreign Affairs/NRC
- Member of a mission evaluating the UNDP Mali Country Programme and making recommendations for the forthcoming Country Programme.
- Team leader of anti-corruption study - Benin.
- Evaluation of UNESCO's activities for women.
- Study on the relevance of introducing cost-effectiveness considerations when evaluating UNESCO's programmes.
- Team leader of the Evaluation of UNESCO's field offices in Africa.
- Evaluation of the Human Rights Mainstreaming Programme of UNESCO.

UNESCO

- Temporary Post as Evaluation Officer at the P4 level (1997)

1980-1982 **JUNIOR PROFESSIONAL OFFICER;** Worked at the UNDP Office, for UNDP and UNIDO, providing support to the industrial and private sector portfolio (Dar es Salaam)

1978-1980 **GUIDE;** United Nations, New York

1976-1977 **MARKETANALYST;** Saab Scania AB
 - Analyses of the market for passenger cars in Sweden and in major export countries.

LANGUAGES Fluent in Swedish, English and French.

Ms. Suman Lederer

Name Suman LEDERER
 Maiden name Jain
 Nationality Austrian (form. Indian)
 E-mail suman.lederer@gmail.com

Work experience:

05.2011 – dato: **Evaluation**

 Mid-term Evaluation of UNIDO-GEF project: Capacity Strengthening and Technical Assistance for the Implementation of Stockholm Convention National

Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the SADC and COMESA Sub-regions

Team member in terminal evaluation of UNIDO-GEF Regional Asia project: Demonstration of BAT and BEP in Fossil Fuel-fired Utility and Industrial Boilers in Response to the Stockholm Convention on POPs.

Team member in mid-term evaluation of UNIDO-GEF project: Environmentally Sound Management of Medical Wastes in India

Team member in UNIDO Project Evaluation: Africa (Accelerated) Agribusiness and Agro industries Development Initiative (3ADI)

Team member in Thematic Evaluation: Field Office Performance

Evaluation Analyst in Thematic Evaluation: UNIDO's work in the area of Persistent Organic Pollutants (POPs)

Conducting and managing (several web-based) surveys, statistical analysis of responses, and drafting reports

Drafting TORs; Research; Portfolio analysis

04.2010 – 05.2011: Project Management at UNIDO

05.2009 – 12.2009: Research at UNIDO

03.2013 – 06.2016 Lecturer, University of Applied Sciences of the WKW, Vienna

Lecturer in Bachelor and Master Degree Programmes for:

Project Management

Business Administration I

Cross-Cultural Communication, Gender and Diversity Management

Business Game

Communication Case Study

Cross-Cultural Communication lectures at Business Schools in Amsterdam, Antwerp, Brussels, Lisbon and Paris

Live virtual lectures in Cross-Cultural Communication at Business Schools in Argentina, Finland, and the Netherlands

03.2008 – 05.2009 Raiffeisen Foreign Trade, Vienna: Steel Trading – Employee International Project Management

Work with Letters of Credits (L/C);

Contract implementation in cooperation with international suppliers, customers and banks

09.2006 – 09.2007 UNIDO, Vienna: Research

Research, define and retrieve relevant data from various databases, including UNIDO's industrial statistics database, identify the "big hitters" and construct country-specific graphs

02.1997 – 02.2003 German Legal Courts: Interpreter

Interpreter for English, Hindi, German

12.1996 – 03.2002 Business, Silver Jewellery

Planning and execution of management and operational activities of the business

Education:

09.2006	06.2007	Master of Advanced International Studies (10. M.A.I.S.) University of Vienna, Diplomatic Academy of Vienna
09.2005	06.2006	Special Programme in International Studies (6. S.P.I.S.) Diplomatic Academy of Vienna
03.2002	07.2005	Bachelor of Business Administration (International Management) Karlsruhe University of Applied Sciences

Publications:

Introduction of Film As An Additional Resource for Transferring Skills in Intercultural Communication Management. Conference Presentation, EDULEARN 13, 2013, Spain.

Determinants of National Innovation Systems: Policy implications for developing countries. Innovation: Management, Policy & Practice Volume 14, Issue 1, 2012. (co-author)

Foreign Direct Investment in Sub-Saharan Africa: Motivating Factors and Policy Issues. Journal of African Business Volume 10, Issue 2, 2009. (co-author)

Changing Patterns in Industrial Performance - A UNIDO Scoreboard Perspective - Implications for Industrial Development; Staff Working Paper, UNIDO, 2009 (co-author)

Languages:

Fluent in Hindi (mother tongue), English, German