

UNEP in the context of the repositioning of the UN Development system and country delivery

UNEP's engagement with the Resident Coordinator System and UN country teams

10th Annual subcommittee meeting of the Committee of Permanent Representatives to UNEP – agenda item 3d

UNEP's engagement with the Resident Coordinator System for a strengthened delivery at country level

1. Climate, biodiversity and pollution in UN system planning at country level

- The uptake of actions on pollution and biodiversity in the cooperation frameworks remains low but has increased since 2022
- Compared to the previous year there is an improvement in uptake of biodiversity in Cooperation Frameworks
- While pollution is lagging behind, with a limited uptake which is mostly focused on waste management
- Greening economic transformation remains a key entry point to address climate change, biodiversity loss and pollution

2. Strengthening coherent and strategic delivery at country level

- Over the past year a significant effort has gone into structuring and harmonizing the UNEP network of focal points to UNCTs
- Country engagement plans were identified and are being applied as a strategic tool for coherent engagement with UNCTs
- Environment is being mainstreamed through a targeted effort to influence key stages of UNCT programming

3. Equipping UN country teams with knowledge, tools and approaches

- Tailoring information to a country level audience in key areas requested by Resident coordinators
- Making information available through a structured and organized knowledge space
- Sharing knowledge with Resident coordinators and Country teams by leading issue-based coalitions on environment
- Sharing knowledge and information across the UN system through the implementation of UN-wide strategies
- Increasing awareness and maintaining dialogue with Resident Coordinators in partnership with DCO

4. However, the demand from Resident Coordinators is higher than the support UNEP can provide

- There are significant limitation is engaging with UN country teams remotely and part-time
- While there is an increasing expectation that UNEP contributes to several working groups and processes
- There is an opportunity to explore additional ways of engaging with UN country teams, building on existing practices

Climate, biodiversity and pollution in UN system planning at country level

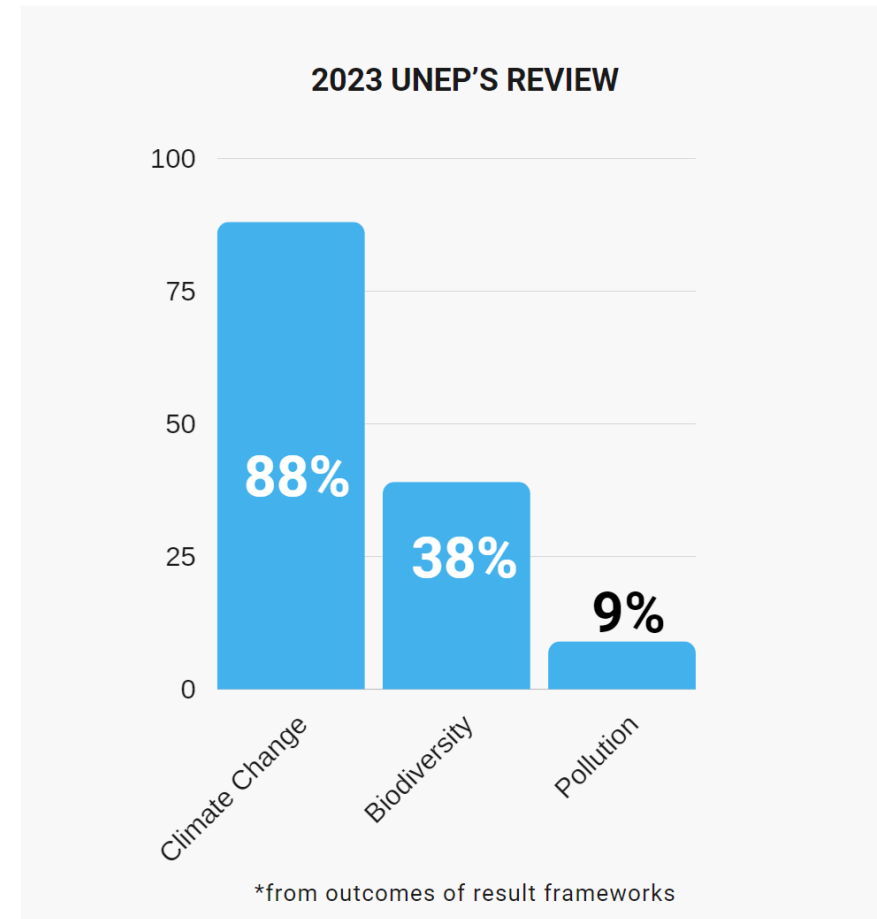
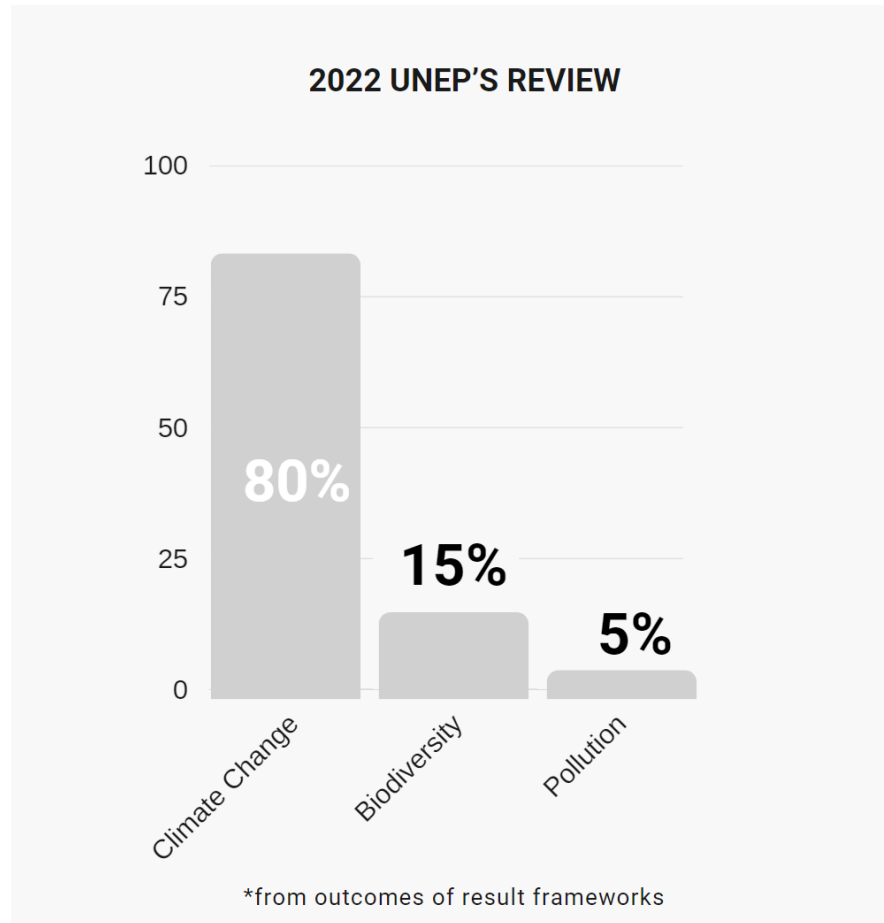
At global level, the progress on environment related goals is limited or deteriorating, resulting in a clear call for action.

GOAL	INDICATOR	DISTANCE FROM TARGET (2023) ¹	TREND OF SDG PROGRESS (2023) ¹
		<ul style="list-style-type: none"> 1 Very far from target 2 Far from target 3 Moderate distance to target 4 Close to target 5 Target met or almost met 	
12	12.2.2 Reduce domestic material consumption	3 3 3	Limited or no progress
	12.c.1 Remove fossil fuel subsidies	3 3 3	Deterioration
13	13.2.2 Reduce global greenhouse gas emissions	2 2	Deterioration
14	14.4.1 Ensure sustainable fish stocks	1	Deterioration
	14.5.1 Conserve marine key biodiversity areas	3 3 3	Limited or no progress
15	15.1.2 Conserve terrestrial key biodiversity areas	3 3 3	Limited or no progress
	15.4.1 Conserve mountain key biodiversity areas	3 3 3	Limited or no progress
	15.5.1 Prevent extinction of species	3 3 3	Deterioration

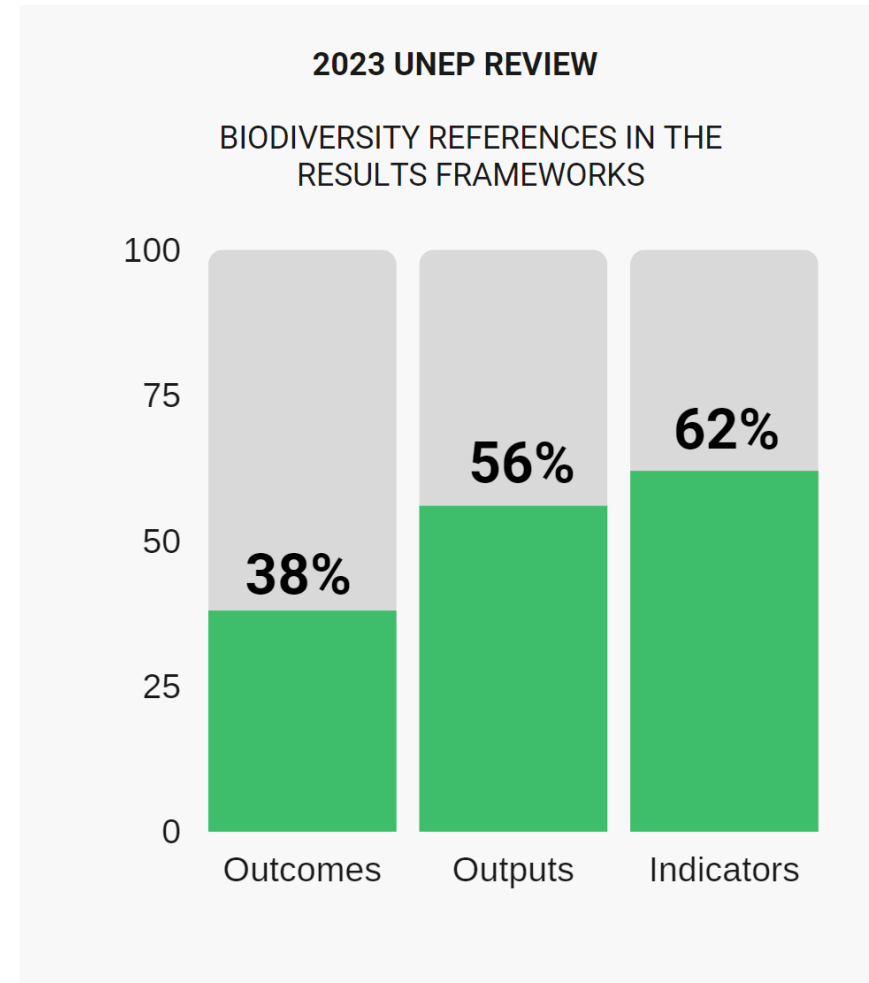
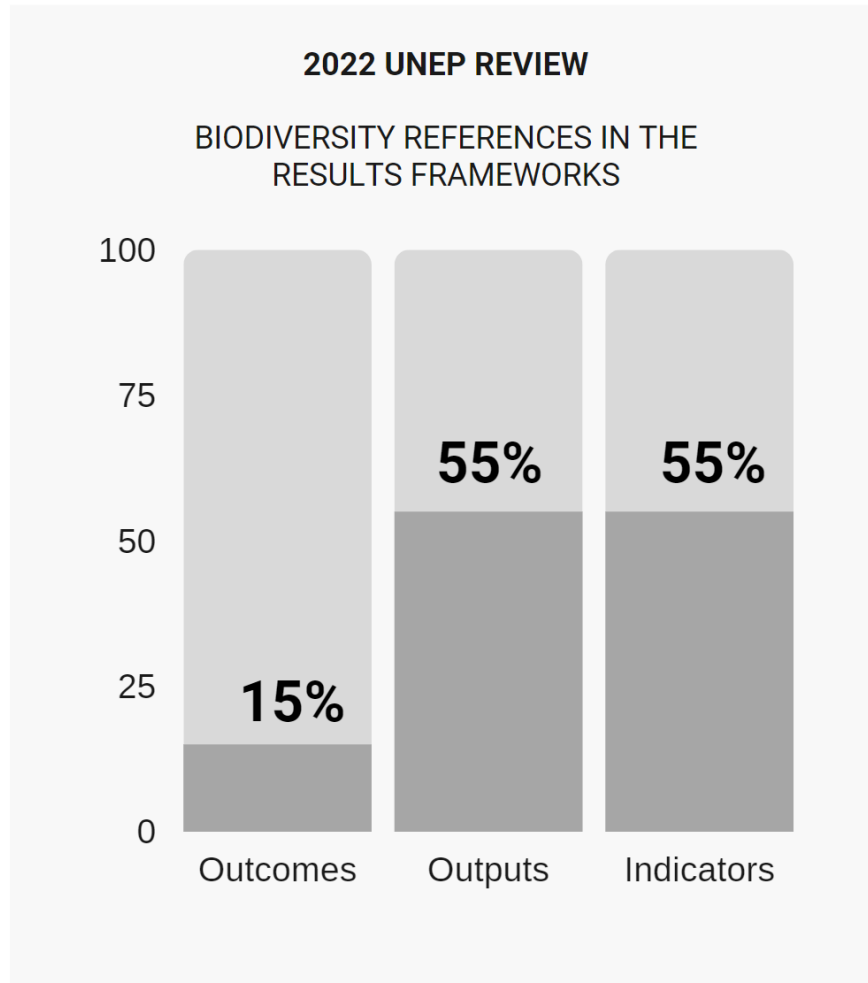
Current status of progress of SDGs 12, 13, 14 and 15 based on select targets.

From: Global Sustainable Development Report, 2023

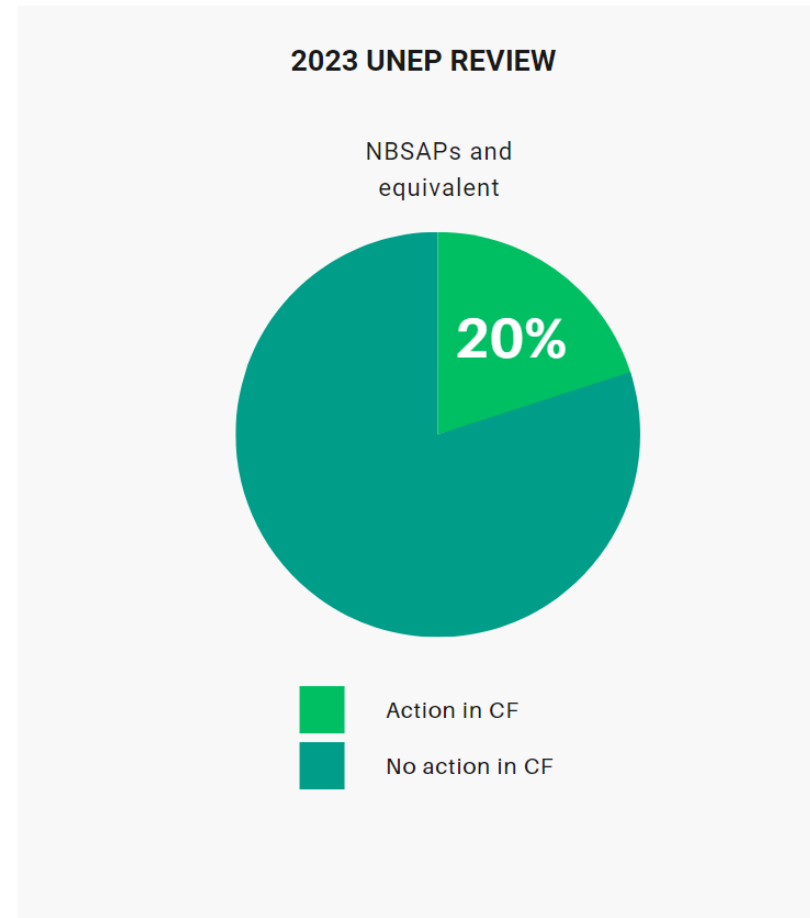
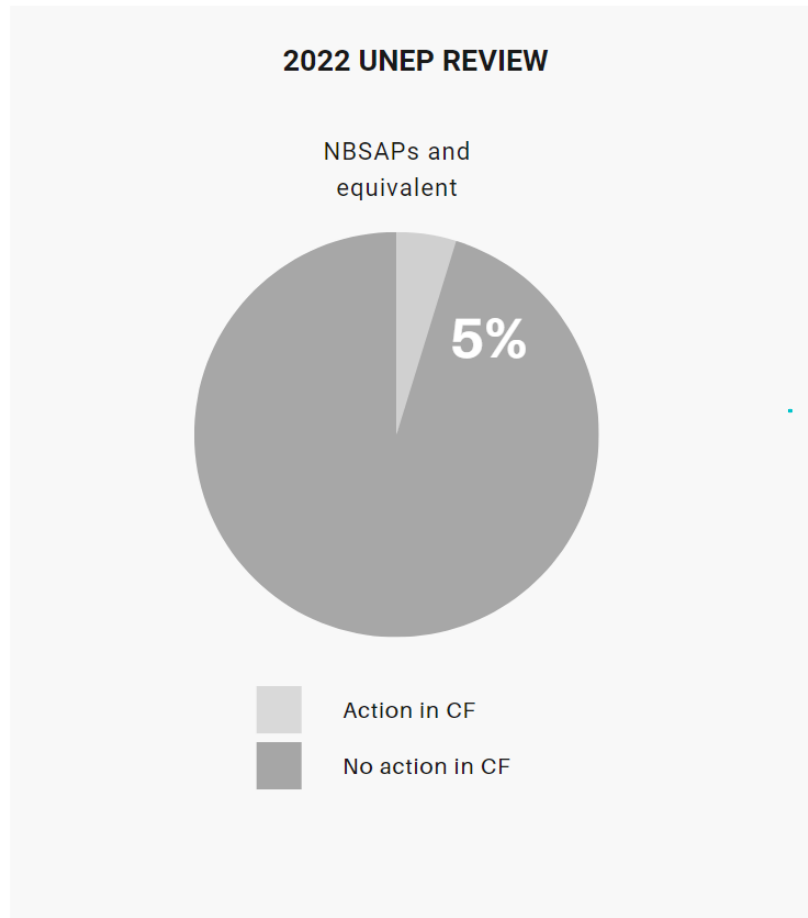
At country level, the uptake of biodiversity and pollution in Cooperation Frameworks is low but has increased since the review undertaken in 2022.



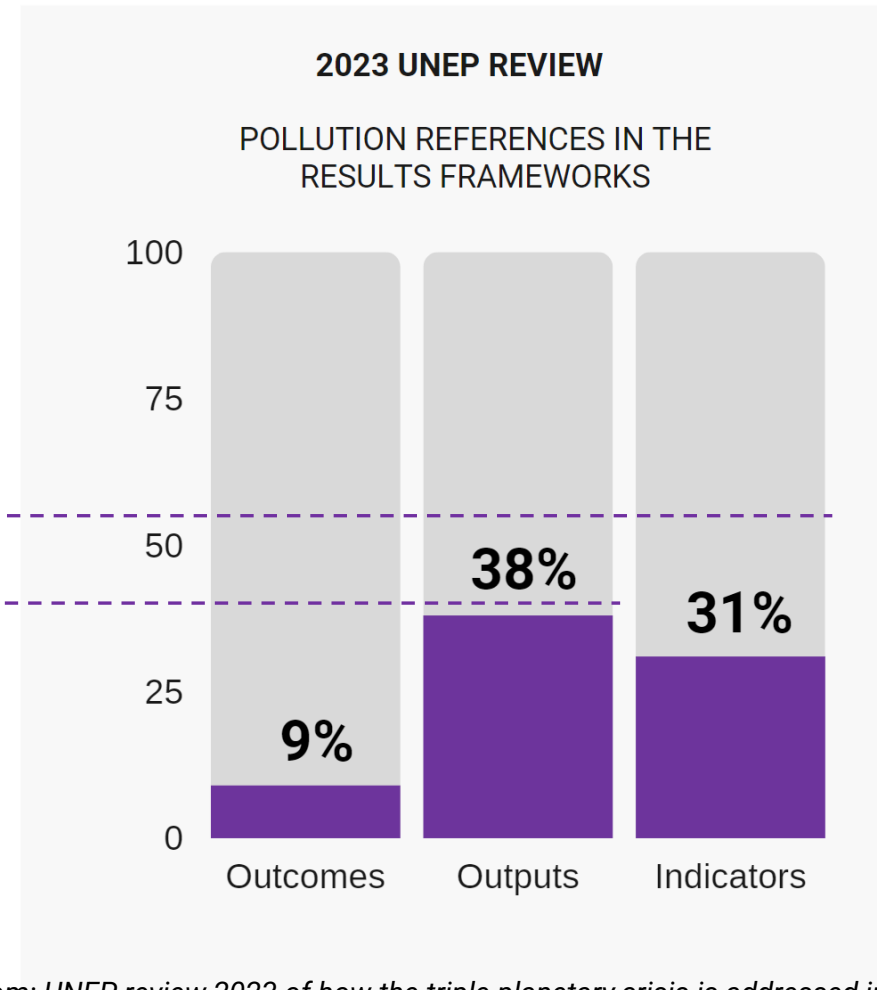
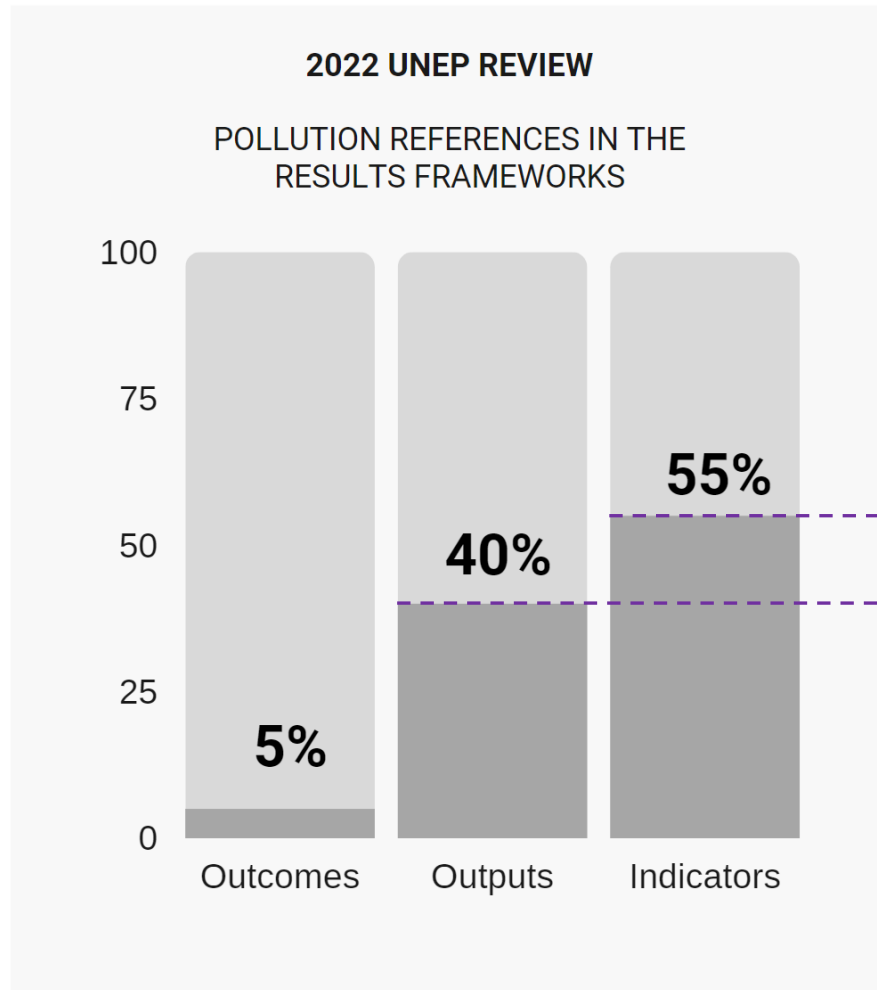
The uptake of biodiversity in outcomes of Cooperation Frameworks has doubled, it has also increased in outputs and indicators where actions can be measured.



This is further accompanied by an increase in uptake of actions on National Biodiversity Action Plans.

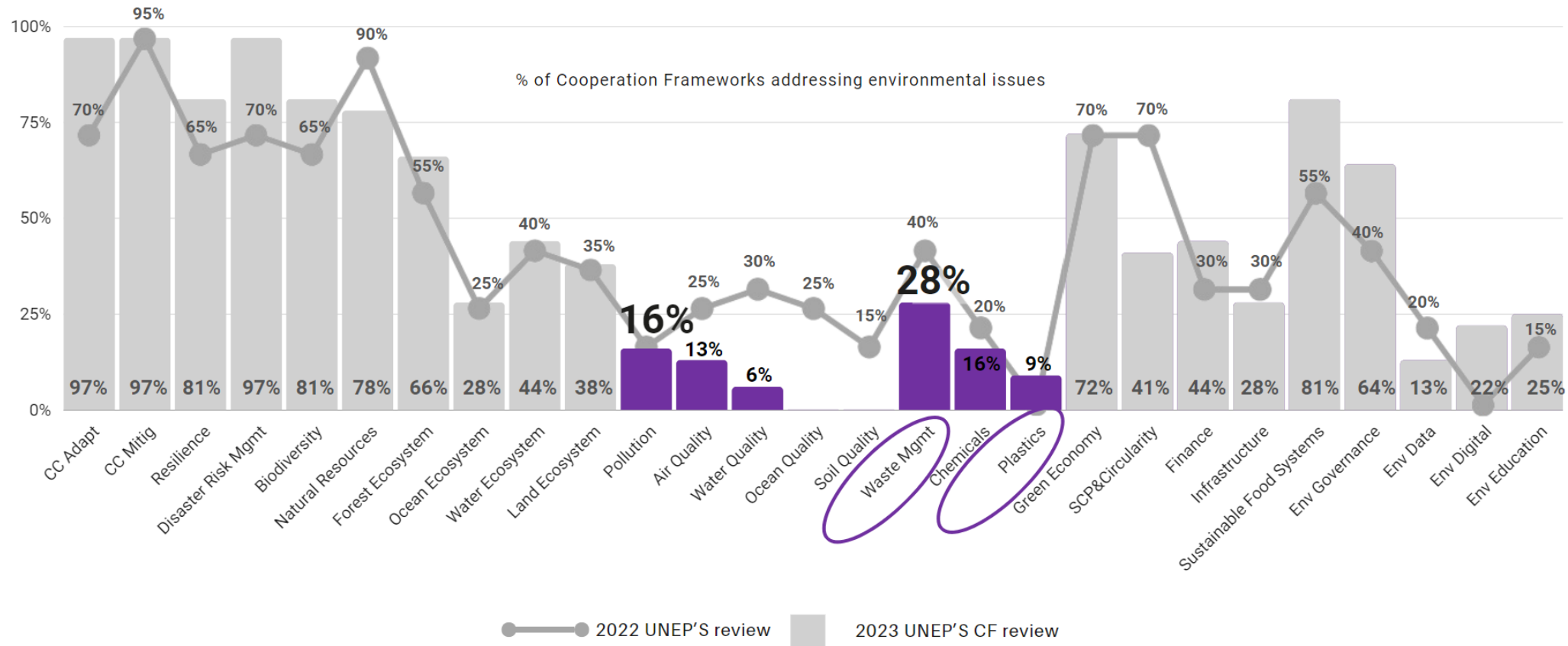


The uptake of pollution remains low across the results framework (outcomes, outputs and indicators) of Cooperation Frameworks reviewed in 2023.

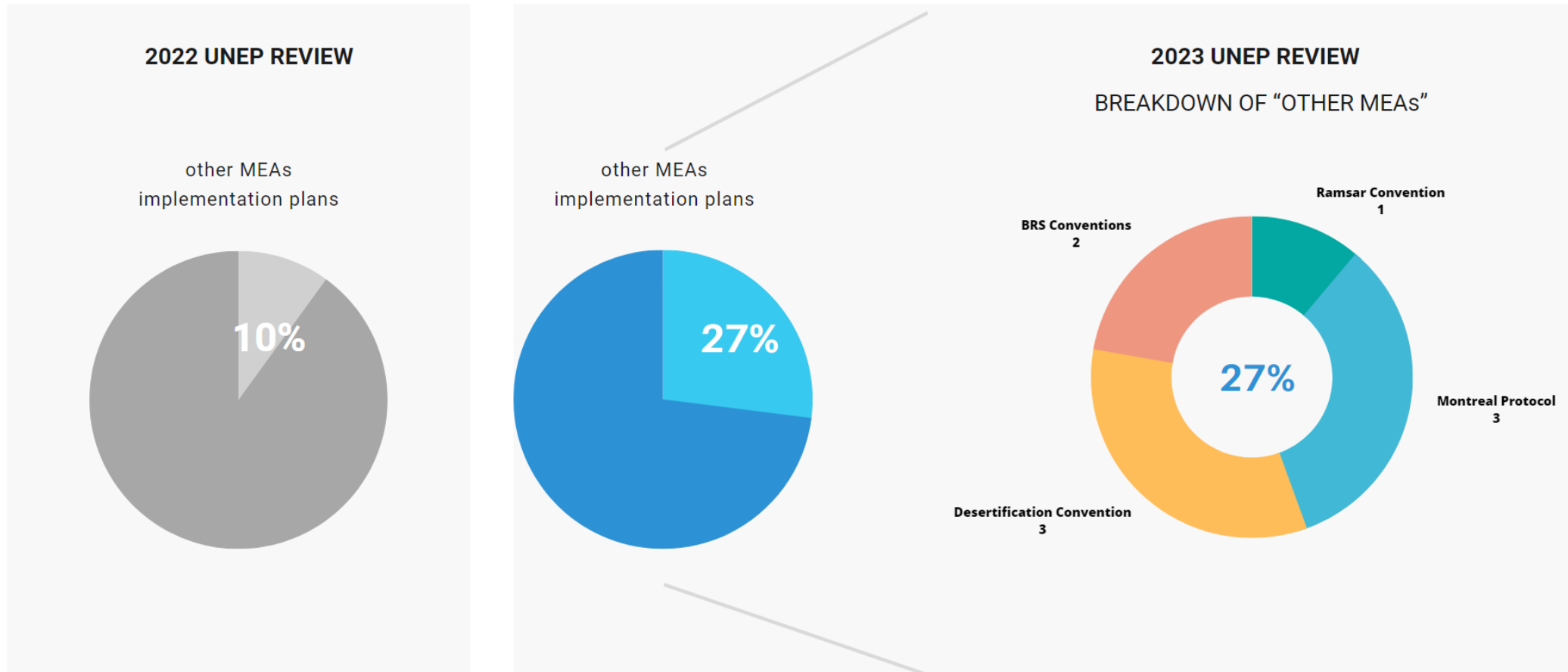


Pollution in Cooperation Frameworks remains strongly linked to waste management, while references to chemicals, air, water and soil quality have further decreased since previous years.

Plastic pollution was introduced for the first time (from none in 2022 to 9% in 2023)



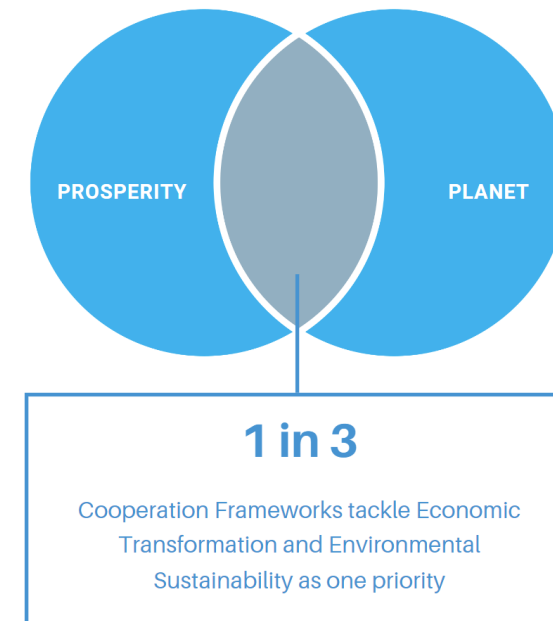
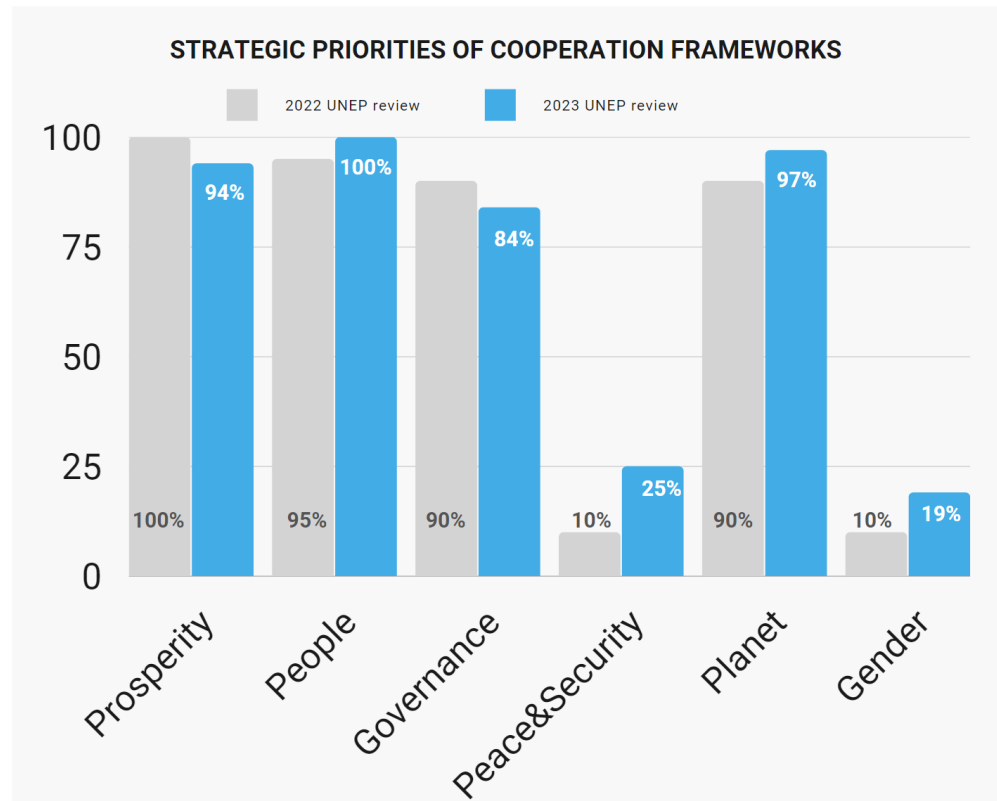
Uptake on pollution-related Multilateral Environmental Agreements has increased and can strengthen overall action on pollution within Cooperation Frameworks.



Other MEAs refers to all MEA implementations plans other than NDCs and NBSAPs. This is in accordance with QCPR 2.3.2 Indicator methodology, which includes 3 categories: NDCs, NBSAPs and other MEAs

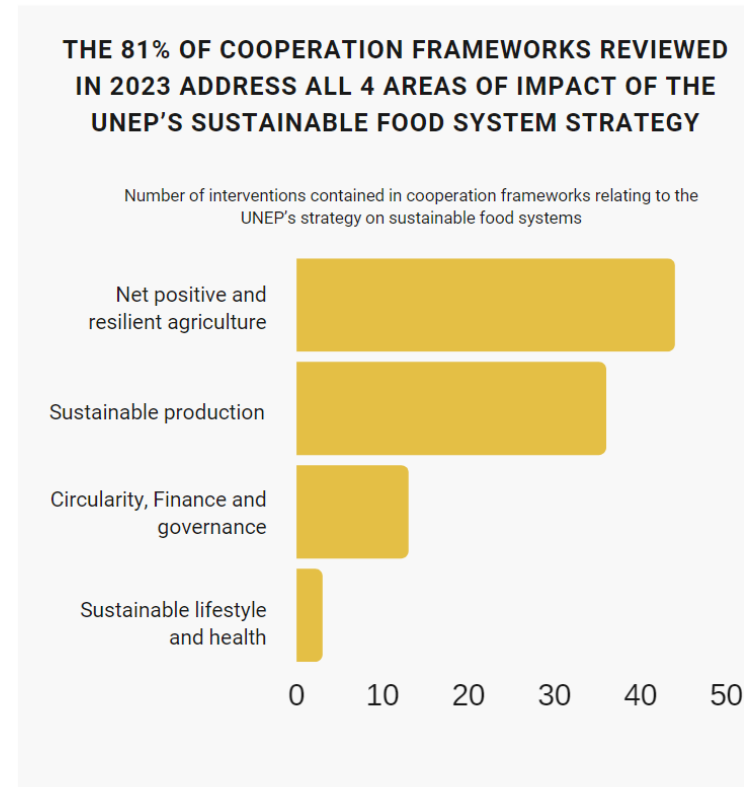
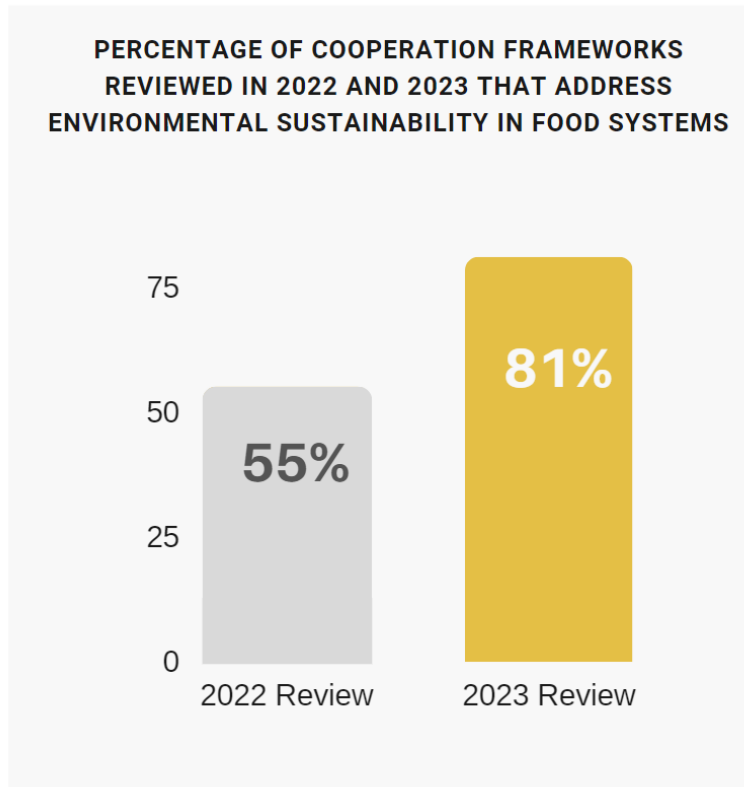
Greening economic transformation remains a key entry point, providing solutions to address climate change, biodiversity loss and pollution.

80% of Cooperation Frameworks address green economy, circularity and/or sustainable consumption and production in their results framework



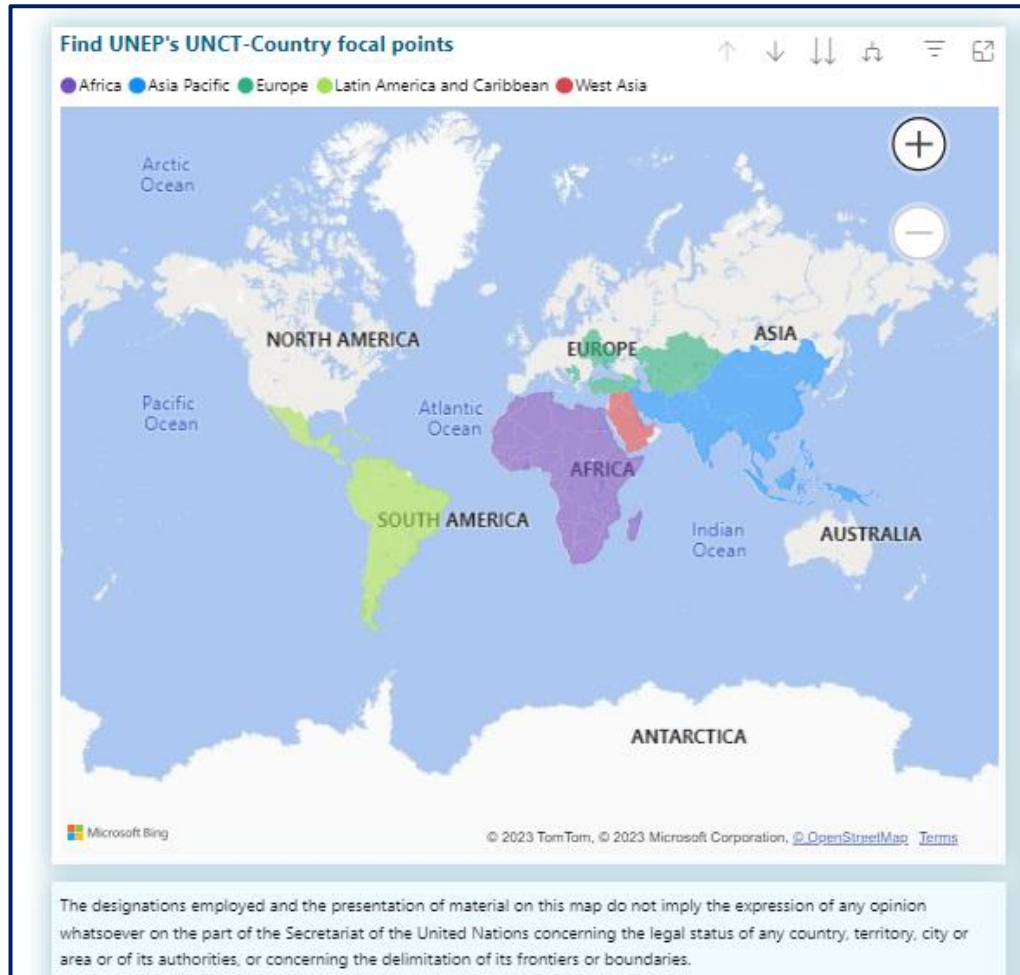
Sustainable Food Systems is the most addressed topic in Cooperation Frameworks after Climate Change, and can provide an entry point to address biodiversity loss and pollution.

A more systemic approach to food systems is being applied, and could be the vehicle for delivering on biodiversity and pollution targets

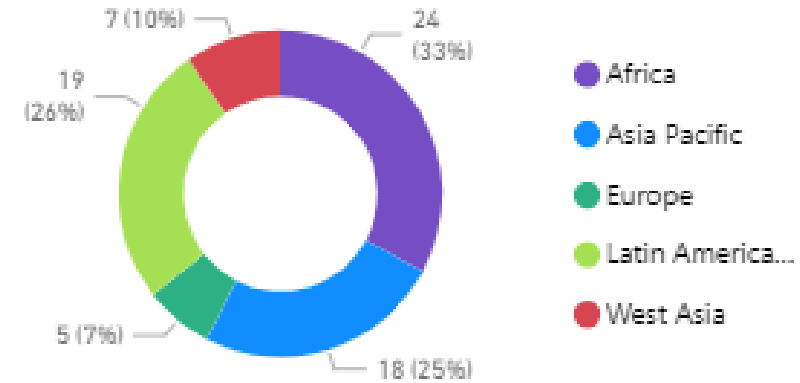


Strengthening coherent and strategic delivery at country level

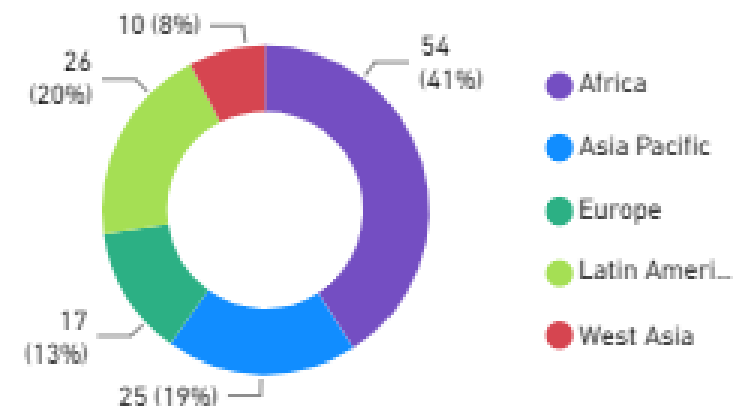
UNEP's network of focal points to UN country teams currently covers all 130 UN country teams.



Number of UNEP focal points to UNCTs per region



Number of countries covered by UNEP focal points to UNCTs per region



Over the past year, significant effort has gone into structuring and harmonising UNEP's network of focal points to UN country teams.

The adoption of standardised Terms of Reference for UNCT focal points, harmonises and institutionalises the role across countries and regions

A more even and manageable distribution of countries per focal point to UNCTs

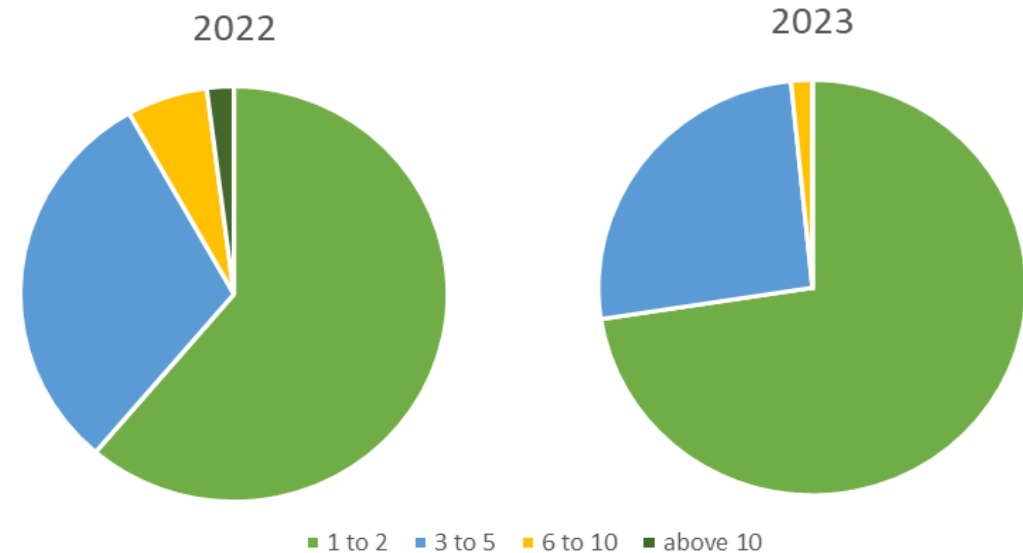
UN Reform Advisory Group
UNEP Internal

b) Terms of Reference (ToR)

These ToR outline concrete activities to support the purpose and objectives of UNCT FP and are divided into a) recommended minimum level of engagement and b) recommended expanded level of engagement¹ by UNCT Focal Points.

a) UNCT Focal Point minimum level of engagement:

- Represent UNEP in UNCT meetings – where relevant and feasible this may include Common Country Analysis and Cooperation Framework design working groups, Cooperation Framework Environment Outcome/ Results Groups, joint programming groups, Programme Management Team, Operations Management Team and other advisory groups.
- Liaise regularly with RCs and UNCTs and act as UNEPs main point of contact for the assigned country/ies.
- Coordinate UNEP inputs into the development of CCAs and UNSDCFs and related reports.
- Identify and liaise with all UNEP project managers with work in-country to ensure UNEP project results are reflected in UNCT planning and reporting processes – including integration in UNSDCF annual workplans, reporting in UN-info, and inclusion in UNCT annual reports.
- Lead and coordinate the development of UNEP's country programming document and related country engagement plan.
- Advise Divisions and Office on opportunities to advance programmes and projects within the country and the UNCT.



Number of countries covered by Focal points to UNCTs in 2022 and in 2023

Significant effort was also made in facilitating exchange of information and experience across UNEP's network of focal points to UN country teams and beyond.

In May 2023, an internal and informal forum was established for information exchange and knowledge co-creation on UN country team engagement.

Connect & Exchange

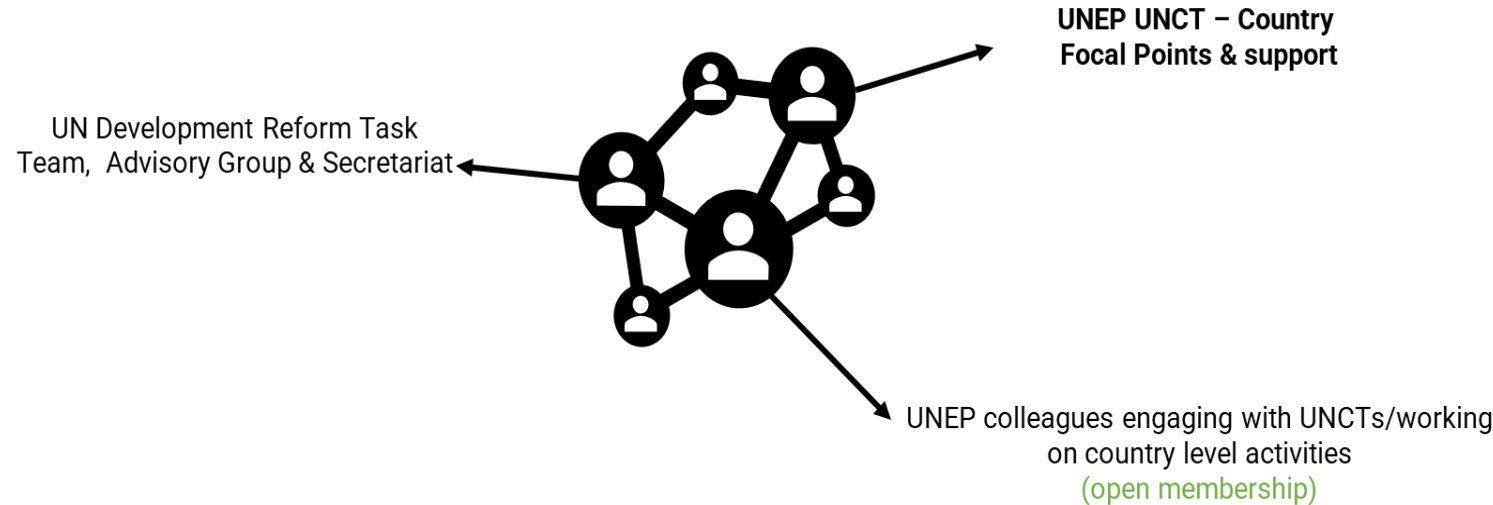


- Country Dialogues
- Workshops and coordination

Inform & Find

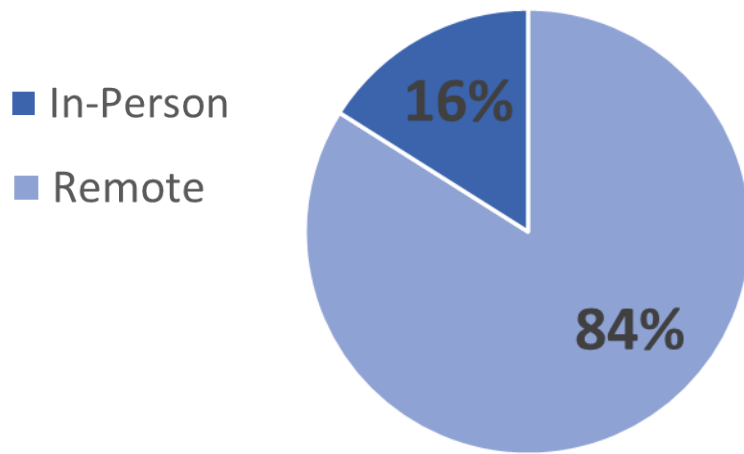


- Knowledge platform
- Newsletter and weekly updates



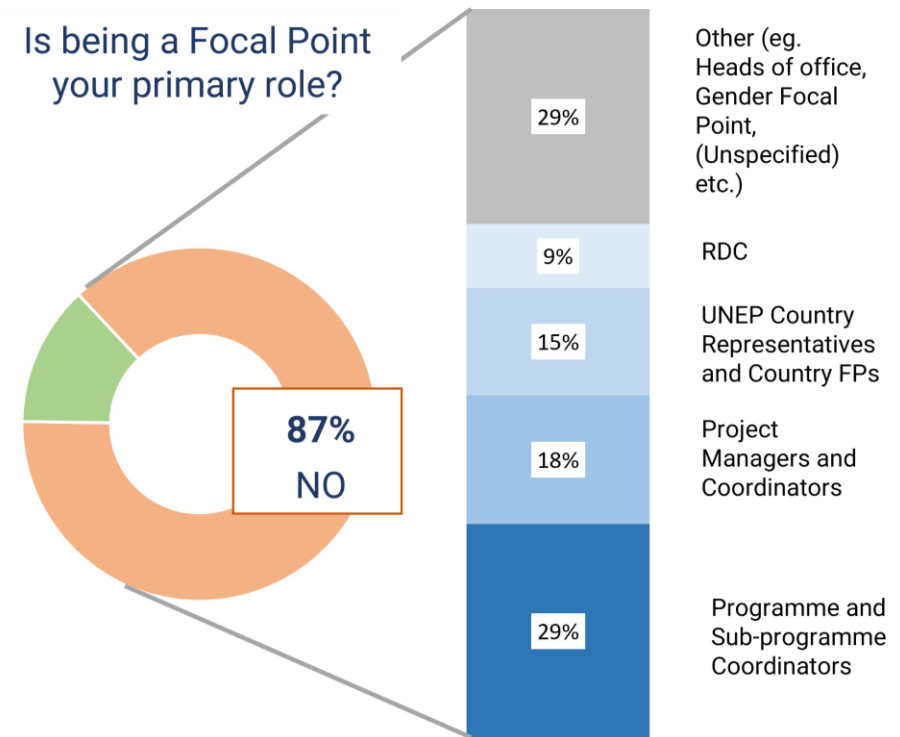
While acknowledging the limitations of UNEP's participation to UN country teams, which is mainly remote and in addition to other responsibilities.

84% of UNCT focal points undertake this role remotely, mostly from the regional office

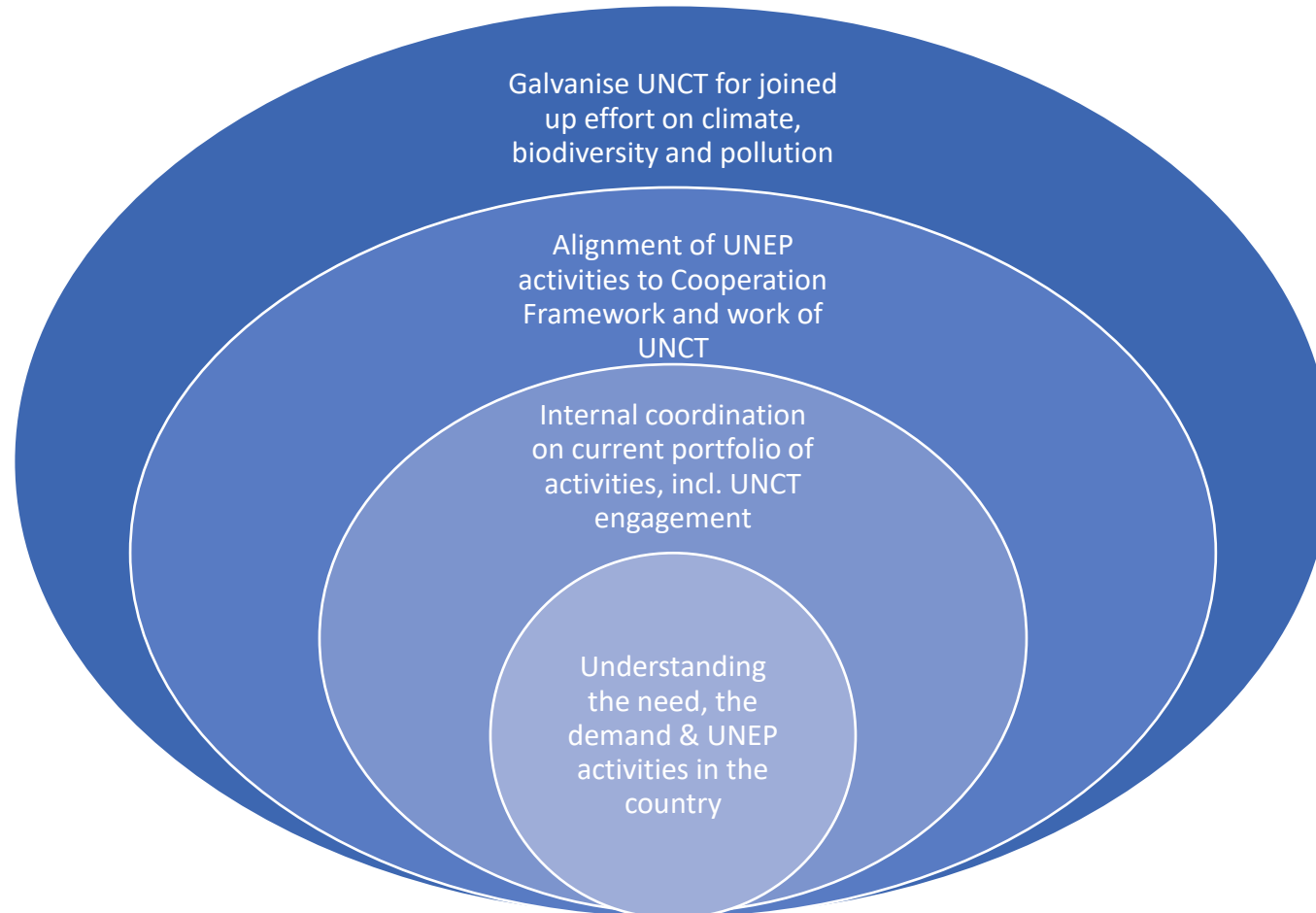


Percentage of UNCT focal points that contribute to the UNCT in-person or remotely

87% of UNCT focal points have other primary roles they are responsible for



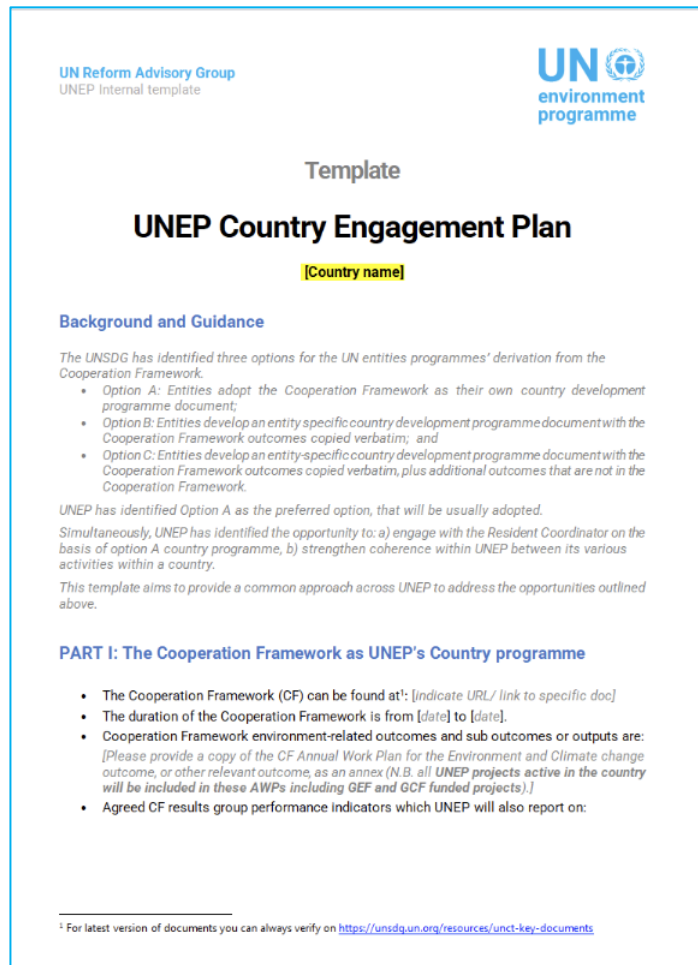
In 2023, country engagement plans were identified as a strategic tool for country delivery.



The structure of country engagement plans facilitates internal coordination and strategic engagement with UN Country teams and beyond.

Background & guidance	Purpose	Source of information
Part I – the cooperation framework	Place the Cooperation framework at the basis of UNEP’s activities & increase awareness of UNEP colleagues on relevant outcomes, outputs and indicators	Cooperation Framework
Part II – environmental summary	Short overview of the state of the environment in the country and key opportunities to address climate change, biodiversity loss and pollution - 10 key data points & 250 words analysis	Various: National Environment Summaries in Africa region, Information and data from Common Country Analyse and reports, etc
Part II – UNEP’s engagement plan		
Existing UNEP projects and activities	Overview of key results, expenditures, planned activities and budgets for all UNEP projects with activities in the country (including from all Divisions,, GEF and GCF projects). The complete information will be listed in Annex I (feed into UN-info reporting), while this section will present key highlights.	Various: Regional databases, UNEP open data portal, manually maintained records, corporate ERP.
Existing MEA commitments and actions	Overview of MEAs that the country is signatory, the related commitments, obligations, ongoing and planned actions etc. The complete information will be listed in Annex II, while this section will present key highlights, synergies and opportunities	Various: InforMEA, National Action Plans, MEA country briefs, etc.
Planned engagement with UNCT and expected results	Overview of planned UNEP role and engagement with UN country team engagement that builds on a) existing UNEP activities and b) gaps identified. Etc. It is not limited to UNCT focal point only, but ideally leverages the various activities in-country and related colleagues.	To be developed by UNCT focal point. In some regions/countries, UNEP internal virtual country teams are being piloted.

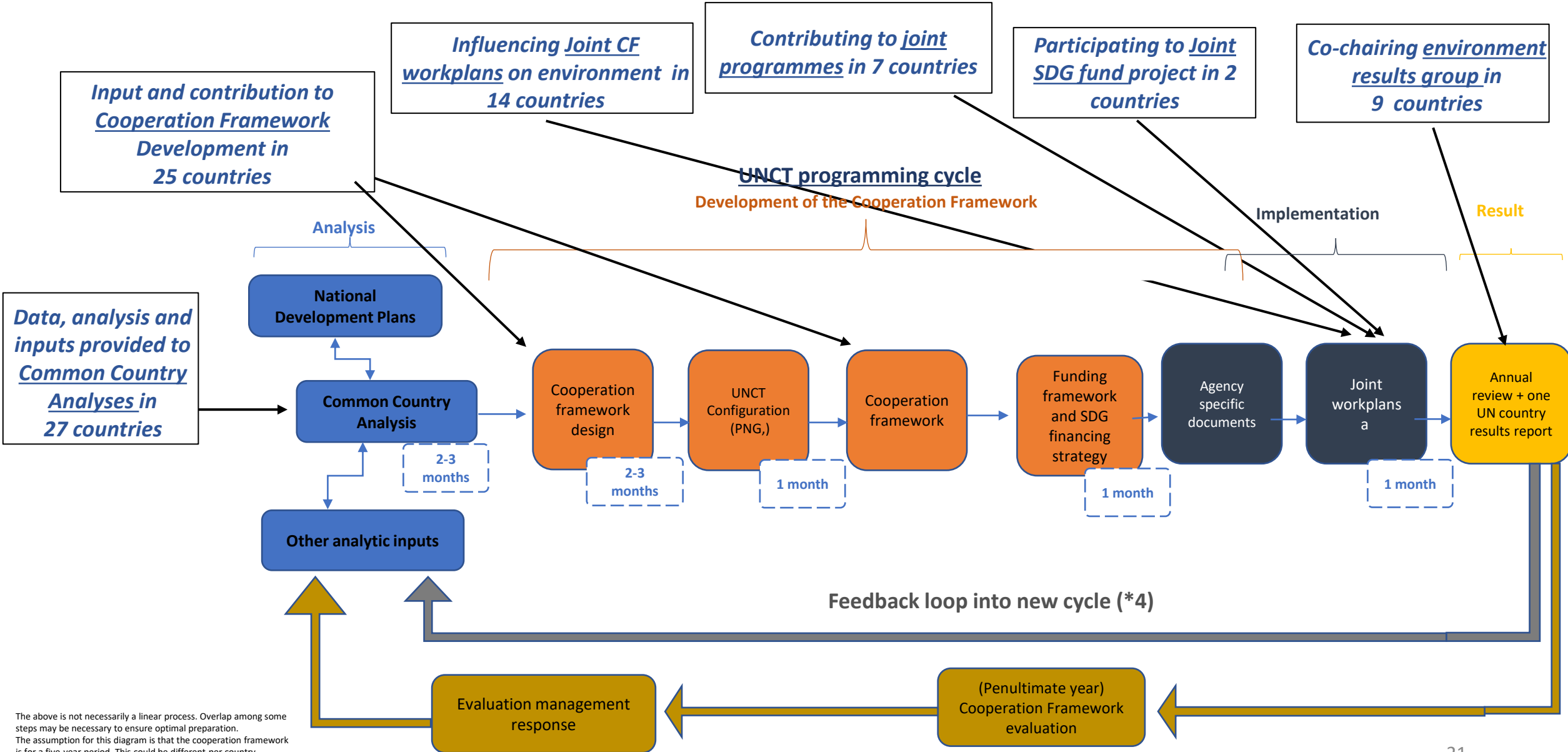
An initial set of country engagement plans are currently under development, which will inform and improve the approach.



Country engagement plans currently under development:

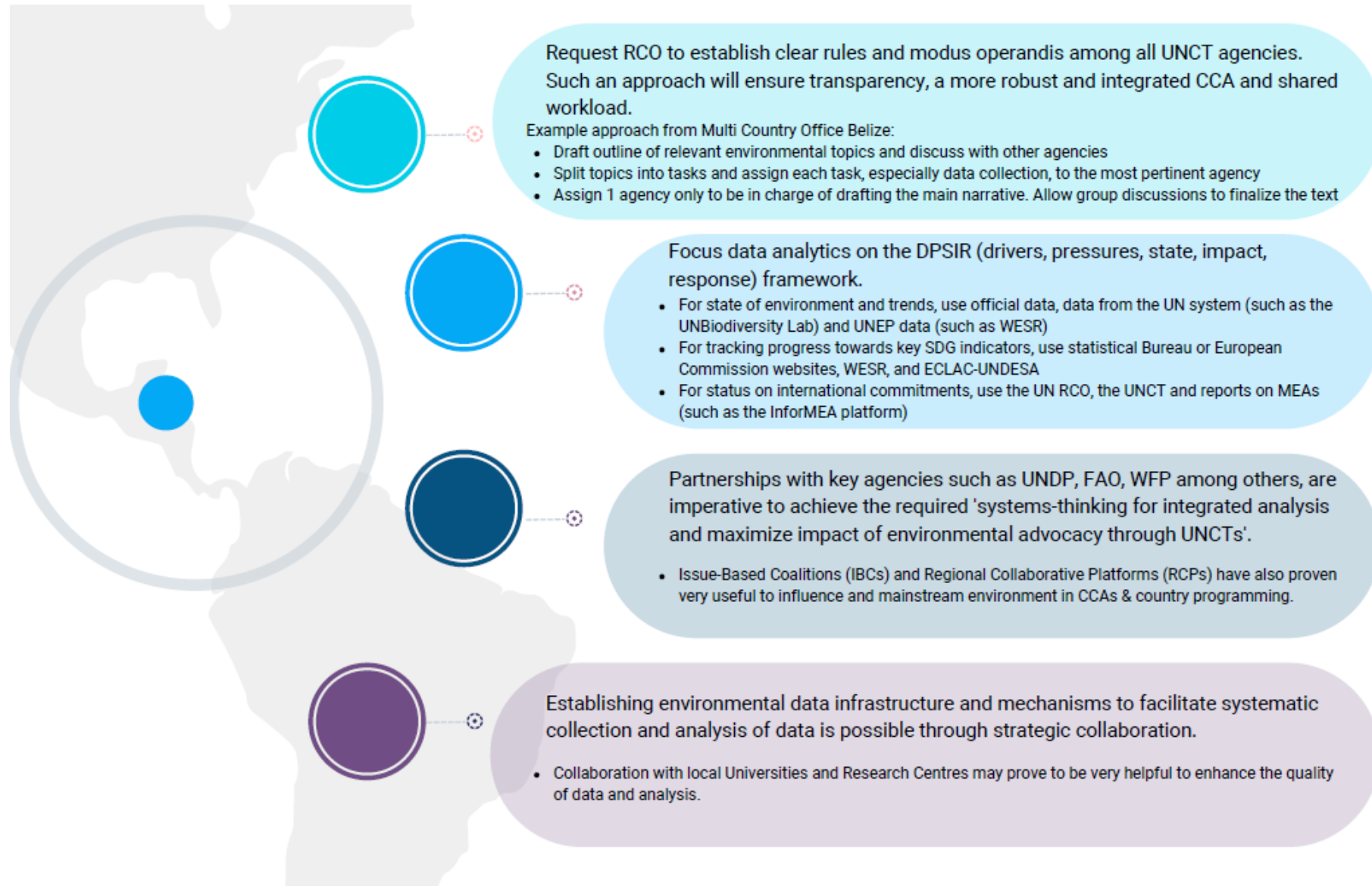
- Lao, Indonesia, Philippines, Samoa, Vietnam
- Türkiye, 2 x Balkan countries, 2 x central Asia
- Brazil, Caribbean, Colombia, Mexico, Uruguay.
- Iraq, Kuwait, Saudi Arabia.

This is further enhanced by a targeted effort to influence key stages of the UNCT programming cycle over the last 12 months.



• The above is not necessarily a linear process. Overlap among some steps may be necessary to ensure optimal preparation.
 • The assumption for this diagram is that the cooperation framework is for a five-year period. This could be different per country.

Example: Providing data and analysis for the development of Common Country Analysis in Belize.



Equipping UN Country Teams with knowledge, tools and approaches to address Climate change, Biodiversity loss and Pollution

Knowledge management as guiding principle to provide tailored and consistent advice across UN country teams.



“Knowledge Management is the systematic management of an organization’s knowledge assets for the purpose of creating value and meeting tactical and strategic needs”

Tailoring information to country level and non-expert audiences in key areas requested by Resident Coordinators.

UNEP offer to Resident Coordinators

UNEP's support to the Resident Coordinator System for a strengthened UN response on climate, biodiversity and pollution

Addressing Climate, Biodiversity and Pollution to deliver on Agenda 2030

- UNEP's strategy – for People & Planet
- UN System planning – how are climate, biodiversity and pollution being addressed?

UNEP Core Expertise - Key areas to strengthen mainstreaming of environment action in UN country teams

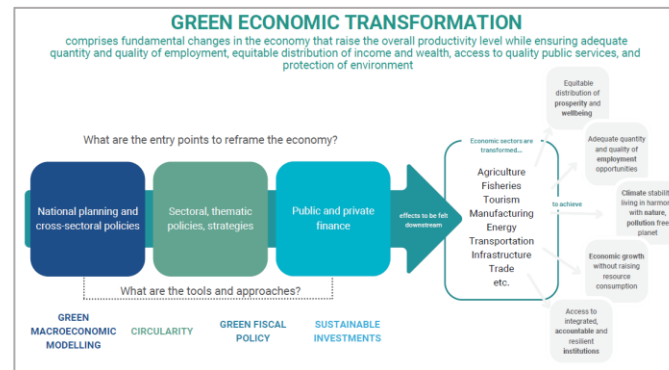
- What we do
- Science for informed policies and action
- Leveraging environmental governance systems for increased impact
- Greening financial and economic transformations

Working with UNEP in the context of the UN Resident Coordinator System

- Type of support and interventions
- UNEP's current engagement in UN country team programming processes
- Leveraging UNCT members commitment to UN-wide strategies on environment

Who to contact

Green Economic transformation for UNCTs



MEAs – why do they matter for UNCTs?

Multilateral Environmental Agreements – Why do they matter for UNCTs?

Briefing for the Resident Coordinator System & UN Country Teams

Sustainable UN – Updated Factsheet

Sustainable United Nations Facility's Tools and Services

ABOUT US: SUSTAINABLE UNITED NATIONS FACILITY (SUN)

The United Nations Environment Programme's Sustainable United Nations Facility assists UN system entities in:

- **Measuring** their environmental performance
- **Reducing** their environmental impacts
- **Offsetting** their unavoidable greenhouse gas emissions

The interventions of the SUN Initiative focus on the environmental impacts resulting from **facilities and operations**.

The SUN team works with designated Focal Points from all UN system entities, providing **technical assistance and capacity building**, as well as **services to support knowledge-sharing and reporting**.

SUN annually publishes the **Responsible Use of Office Report**, which details the UN system's environmental footprint and efforts to reduce it. The report is aligned with the **Strategy for Sustainable Management in the United Nations System (2018-2022)** - Phase 1: Environmental sustainability in the area of management.

SUN FACILITY TOOLS AND SERVICES OFFERED

Environmental Governance and Environmental Management Systems (EMS)
Step-by-step guidance on implementation and maintenance of EMS based on ISO 14001:2015. The online EMS Toolkit includes training, UN system case studies and templates for EMS documentation.

Sustainable Procurement
Policy advice and training to entities upon request. **Guidance on best practices for sustainable, eco-sourced** existing advice on how to implement the UN Sustainable Procurement Indicators Framework.

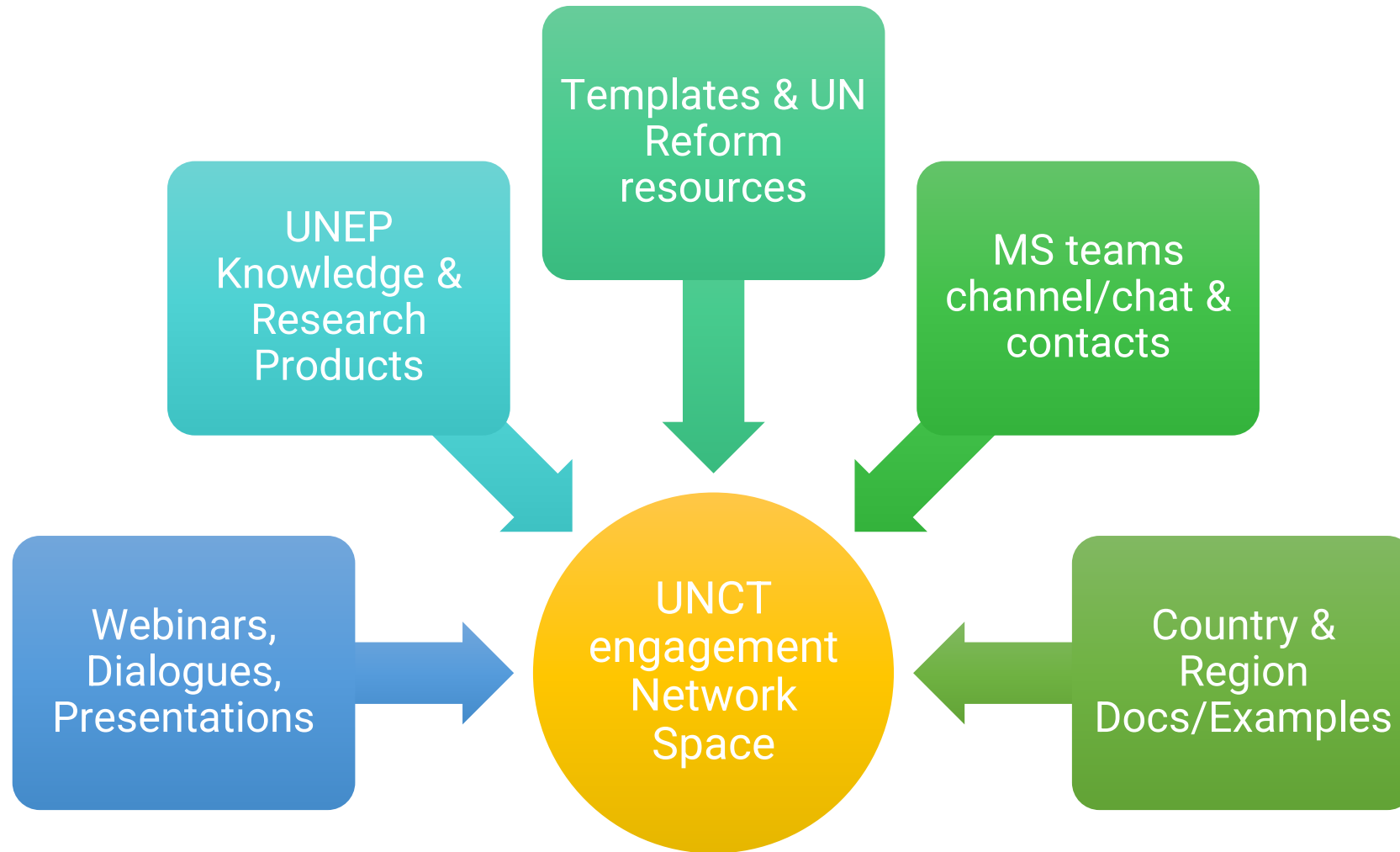
Sustainable Buildings/Facilities
Guidance on the early stages of office selection and establishment and procurement on request and through the **efficient and desirable Environmental Action UN/UNEP for Establishment of United Nations Offices**.

Environmental Inventory

Event Management
Guidance for sustainable events management, with a focus on striving to virtual meetings. The **Green Events Tool (GET)**, in partnership with UN/UNEP and the Green Office for Sustainable Development (GOSD), is an integrated web-based assessment platform conceived and designed to evaluate the sustainability and environmental performance of events. Guidance on engaging virtual and hybrid meetings and success factors for these meetings is available upon request at gsosd@unep.org.

Environmental Training and Awareness
The **Greening the Blue Tabernacle**, developed in partnership with UN/UNEP, is designed for UN personnel to provide training on environmental sustainability to the UN system. The Tabernacle highlights the work that is underway across the UN system to improve its environmental performance and provides helpful advice on how each person and entity can contribute to that effort, by calculating and reducing their own work-related footprint.

Making information and knowledge available through a structured and organised knowledge space.



Sharing knowledge with UN Resident Coordinators and UN entities by leading Issue-Based Coalitions on Environment.



Latin America & Caribbean
Climate Change & Resilience

Europe
Environment & Climate Change

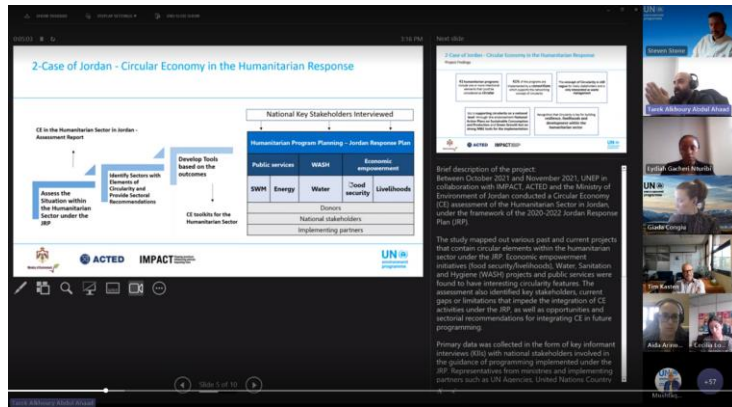
Africa
Fostering Climate Action & Resilience

West Asia
Climate and environment

Asia and Pacific
Raising ambition on Climate action
Building resilience
Human rights, Gender equality and women's empowerment

Example: Curating information and sharing knowledge through different channels on Greening economic transformation.

Thematic country dialogues in UNEP



Case Study – Bringing Green Economic Transformation to UNCTs

Mainstreaming circularity in humanitarian activities in Jordan

The UNEP team in Jordan used the centrality of humanitarian action in country programming as an entry point to bring circularity considerations. Through a joint analysis, a set of priority actions were identified and piloted, with a view to scale them up at country level. Key lessons & takeaways:

- Adapt your information & tools to the national context
- Connect circularity to the areas of interest of other UN & government actors to increase buy in
- Ensure the inclusion of circularity elements in Common Country Analysis and Cooperation Frameworks
- Pilot circular concepts through field surveying, engaging stakeholders, on ground activities
- Implement joint awareness raising campaigns and national capacity building
- Facilitate environmental data collection, reporting & analysis (SDG reporting, Voluntary National Reports)

Resources: [Toolkit for circularity in the Jordan Humanitarian Sector](#) + [Checklist for implementers](#)

Bringing inclusive green economy into India's UNCT processes

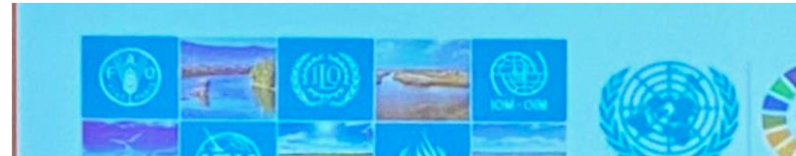
Led by UNEP, the Partnership for Action on Green Economy (PAGE) in India works closely with five other UN entities and the broader UNCT, not only to ensure that GET is mainstreamed in key processes but also to ensure there is enough awareness and potential scalability to achieve greater impact. Key lessons & takeaways:

- Integration of GET throughout the whole UN planning & reporting cycle (CCA, CF, Joint Workplans & UN-Info)
- Using the environmental results group to advocate and train other UN peers on circularity & GET, identify opportunities and align existing efforts
- New joint initiatives scaling up PAGE's work such as training of national civil servants & decision makers
- Showcase how circularity reduces negative impacts on climate & biodiversity

Resources: [PAGE Knowledge Hub](#) + [Report on NDCs & Circularity](#) + [Key pointers on Circularity & Biodiversity](#)

Country case studies documented and shared with the internal knowledge network

Documenting good regional & global practices (IBC & PAGE Academy)



UNEP's Regional Office for Europe and IBC deliver on environment in UN country programming

Giada Congiu
Programme Associate

From 12 to 14 September, UNEP's Regional Office for Europe as co-lead of the Issue-based Coalition on Environment and Climate Change (IBC) helped deliver a workshop in Istanbul to strengthen the capacities of the Resident Coordinator Offices and UN Country Teams (UNCTs) in effectively integrating climate change, pollution, biodiversity and just transition in the UN Sustainable Development Cooperation Frameworks (CFs).

The event was among the series of steps by the Europe & Central Asia IBC to increase awareness and integration of the triple planetary crisis into the CFs and UN cooperative delivery. It served as a platform to share and discuss global and regional outlooks and good practices that can guide the planning of future work of UN Country Teams at the country and sub-regional level.



UNEP's Regional Office for Europe and IBC deliver on environment in UN country programming

This workshop is the outcome of the incredible teamwork and outstanding collaboration of 18 UN entities. [UN/ICO Regional Director](#)
[Sud-Yeou Son](#)

The topics discussed included:

- Coordinated UN Action to Address Environment and Climate Change Issues
- Climate and Energy
- Air Pollution
- Water, including Transboundary Cooperation
- Early Warning Systems for All
- Biodiversity
- Just Transitions Towards Environmentally Sustainable Economies and Societies for All

The two-and-a-half-day workshop was organized by UNEP and the other 17 members of the Issue-based Coalition (IBC) on Environment and Climate Change for Europe and Central Asia. The event was organized in close cooperation with DCO with strong support and inputs from a number of UN Resident Coordinators in the region. It gathered over 100 UN staff from 12 agencies across 15 countries and territories. PAGE colleagues also attended the event and presented Kazakhstan's work on nature-based solutions and decent work.

Marika Palosaari
PROGRAMME MANAGEMENT OFFICER

Matthew Billot
SENIOR COORDINATION OFFICER

Marianna Bolshakova
PROGRAMME MANAGEMENT OFFICER

Country highlights

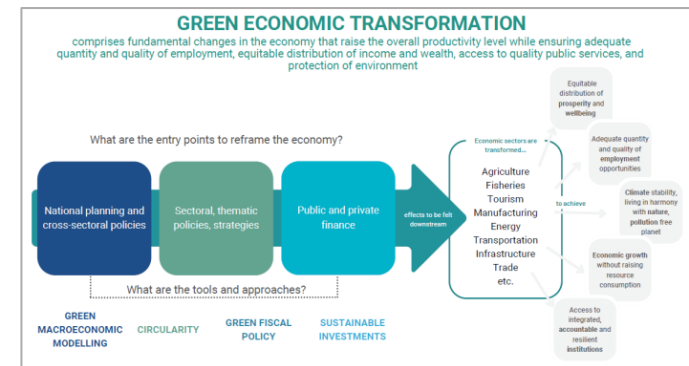
LEFT: Participants at the South Africa Green Economy Academy
Credit: PAGE 2018

National Green Economy Academies in Burkina Faso, Senegal and South Africa

These sessions were delivered to convene key national stakeholders—government, the private sector, think tanks, and academic institutions—in order to bridge knowledge gaps and training needs, and to facilitate a joint way forward in terms of setting public policy, private sector development, social protection, green industrialization, and employment creation goals in the context of the just transition.

Green Economy training for trade unions in Mauritius

The ILO helped trade unions gain a better overall understanding of green economy and green jobs. During the session, trade union representatives developed an action plan which identifies personal and institutional contributions to promoting green jobs creation at national level and in the context of PAGE.



Tailored knowledge products

Increasing awareness and maintaining dialogue with Resident Coordinators in partnership with DCO .

Policy webinars for Resident Coordinators

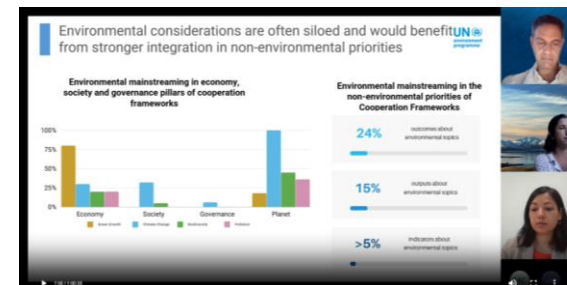
The Kunming-Montreal Global Biodiversity Framework: entry points for the RC system

12 July 2023



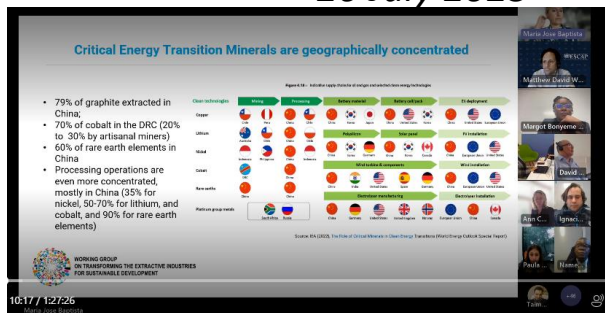
Virtual Café on entry points on climate and environment for programming in 2023

11 April 2023



RCO Economists peer exchanges World café on harnessing critical energy transition minerals for sustainable development

26 July 2023



Global retreat of Heads of RCO Clinics on climate, environment and food systems *Nairobi, 20th of June 2023*

Global retreat of Heads of Resident Coordinator Offices

Insights from the clinics on 'climate, environment and food systems' – 20th June 2023

The global retreat of the Heads of Resident Coordinator Offices (HRCOs) included 3 clinics of 1 hour on the topic of 'climate, environment and food systems'. The purpose of the clinic was to advance integrated policy approaches and share good practices on food systems, delivering on biodiversity and climate commitments. Each clinic followed a similar format: DCO moderation, UNEP short introduction, RCO case study, and discussion. The clinics each brought together a different group of countries. UNEP participated in the role of UNEP resource persons to help identify solutions to challenges posed, highlight resources available in UNEP and the wider governance architecture that RCOs can use, and generally be available for RCOs to brainstorm with.

HRCOs highlighted challenges and opportunities on integrated approaches to deliver on climate and biodiversity.

Type of support needed:

- Documented good practices.
- Policy advice and recommendations.

Sharing knowledge and experiences across the UN system: implementation of UN-wide strategies on environment.



CEB



Developing and implementing a UN-system wide response to the triple planetary crisis, with DCO and UNDP



Developing and operationalizing UN-wide strategies on environment across the UN system

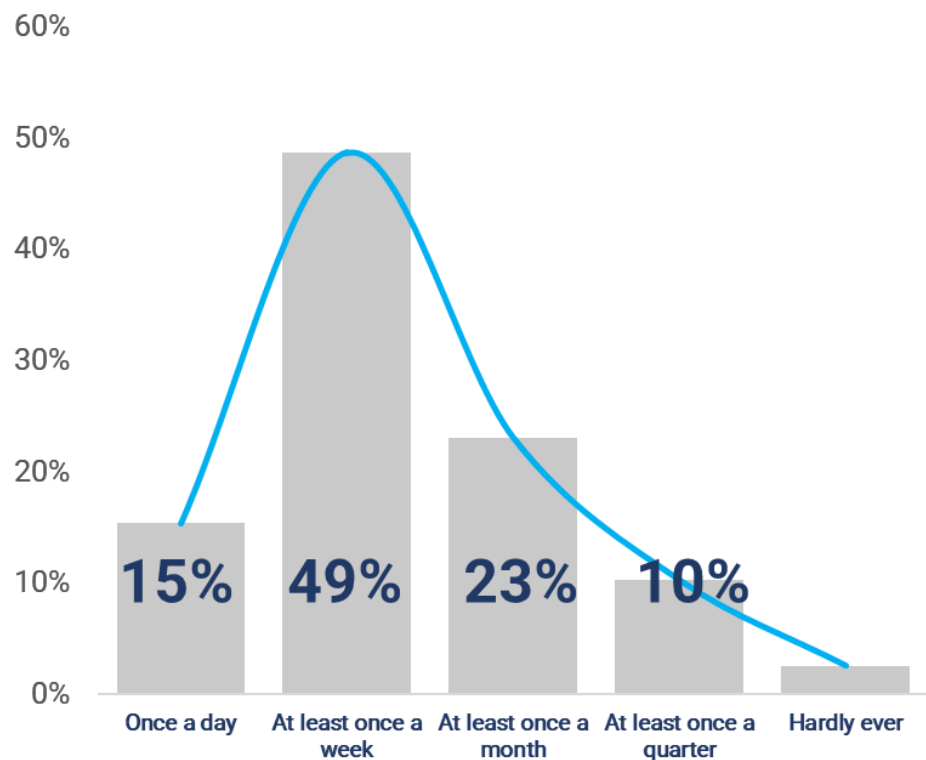


Strengthening impact-oriented partnerships with UN entities in critical investment areas to leapfrog on key SDGs

Demand by Resident Coordinators is increasing and is higher than the support UNEP can provide with current resources

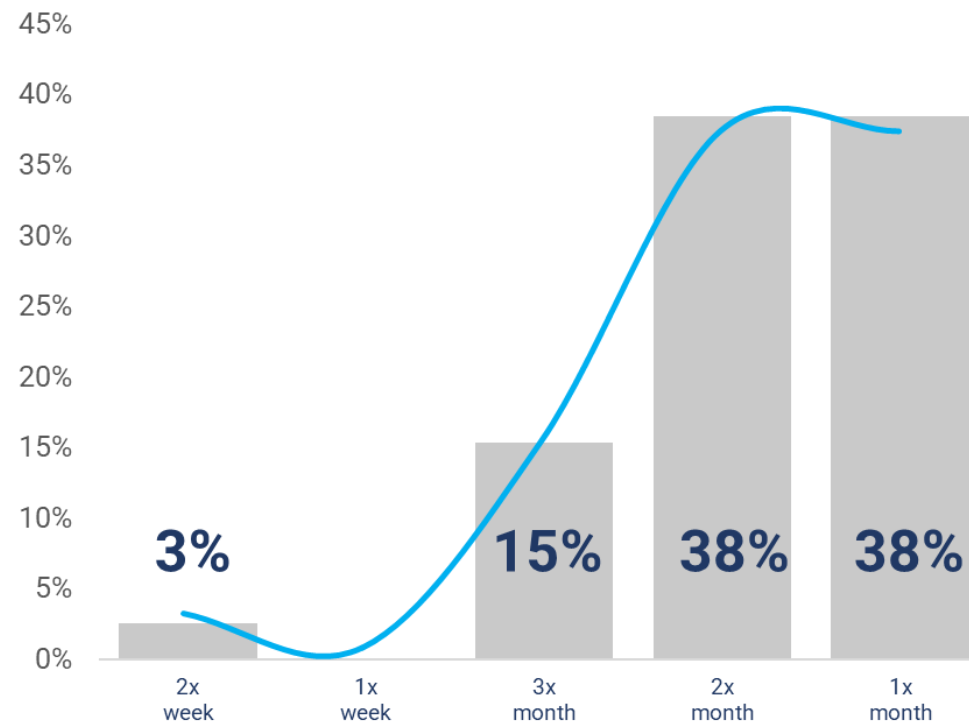
A majority of UNEP's focal points on UN country teams receive requests or participate in weekly meetings.

64% of UNEP's focal points to UNCTs receive requests once a week or more from the Resident Coordinator or the UN country team



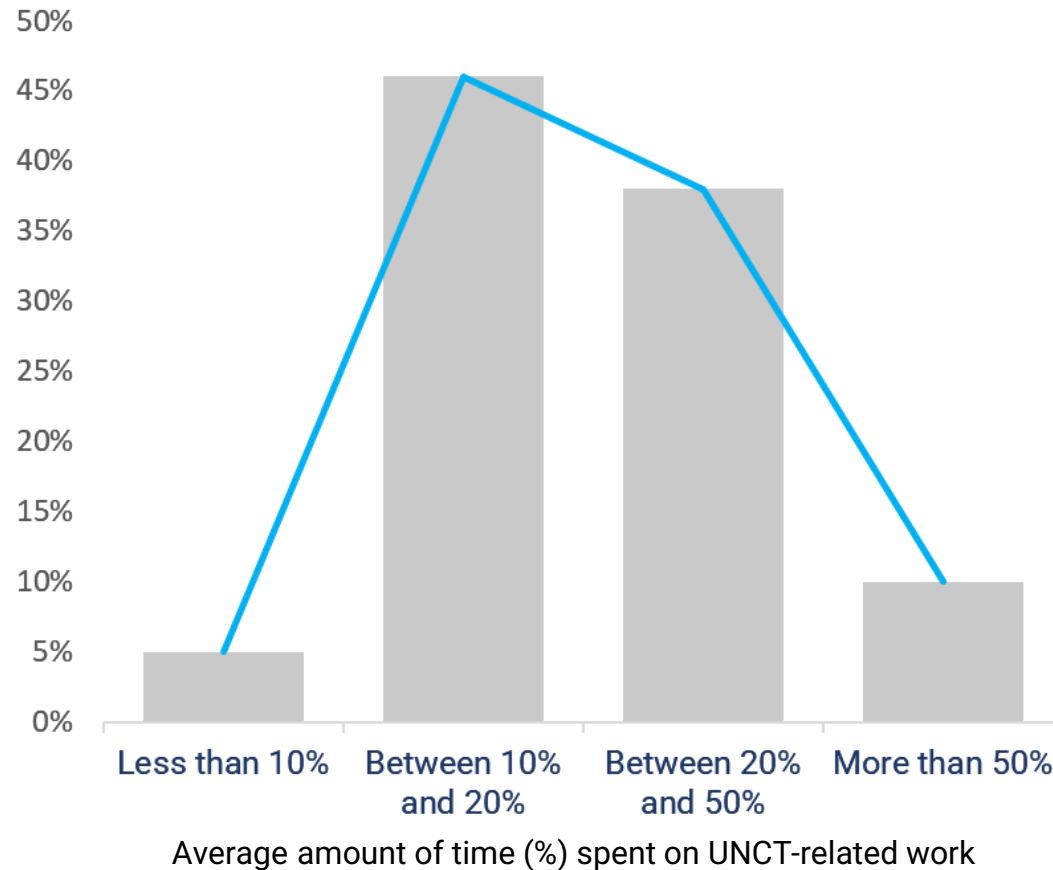
Average number of requests that UNEP's focal points on UNCTs receive from the Resident Coordinator and Country Team

56% of UNEP's focal points to UNCTs meet every week or every two weeks with the Resident Coordinator or the UN country team

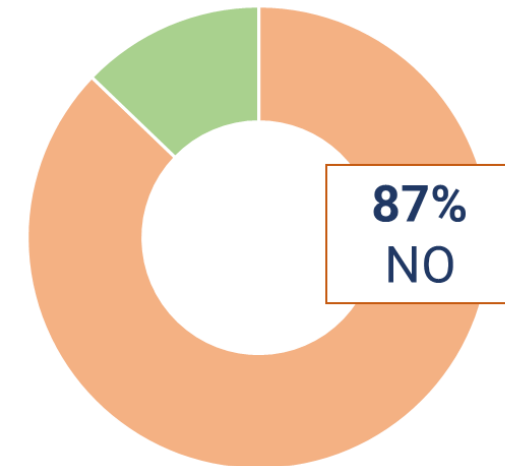


Average number of meetings with Resident Coordinators and UN Country Teams per country

While most of UNEP’s focal points to UN country teams undertake this role in addition to another primary role and can only dedicate an average of 20% of their time to it.

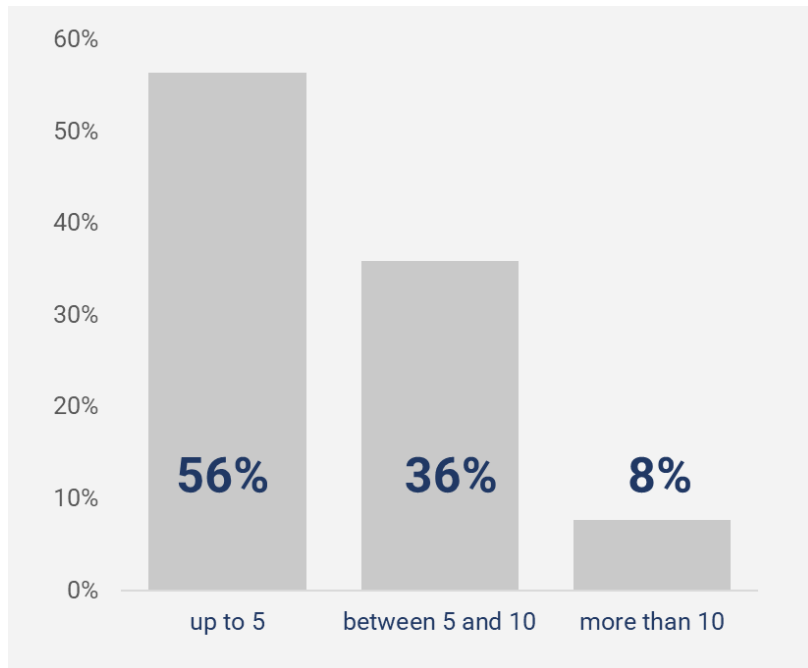


Is being a focal point to UNCT your primary role?



There is also an increasing expectation that UNEP contributes to several Working Groups and processes...

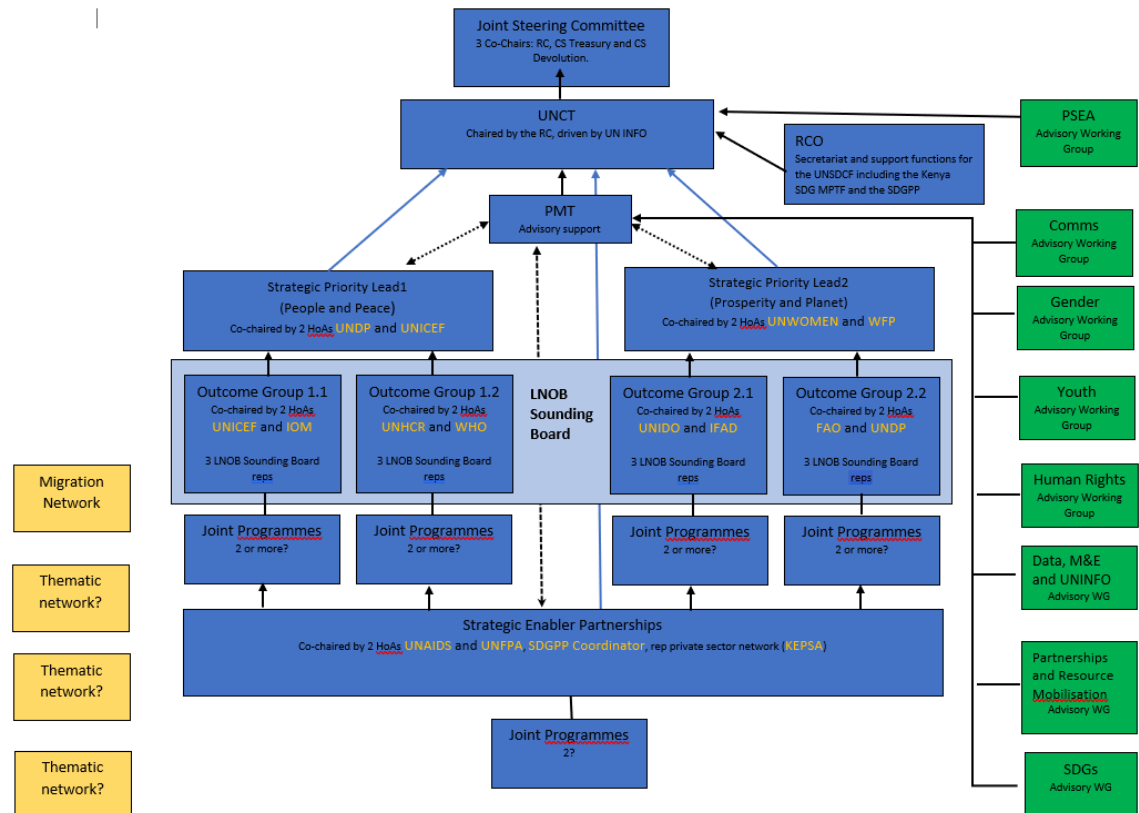
Almost half of UNEP's focal points in UN country teams contribute to more than five working groups in a UN country team



Number of working groups UNEP's focal points on UNCTs contribute to

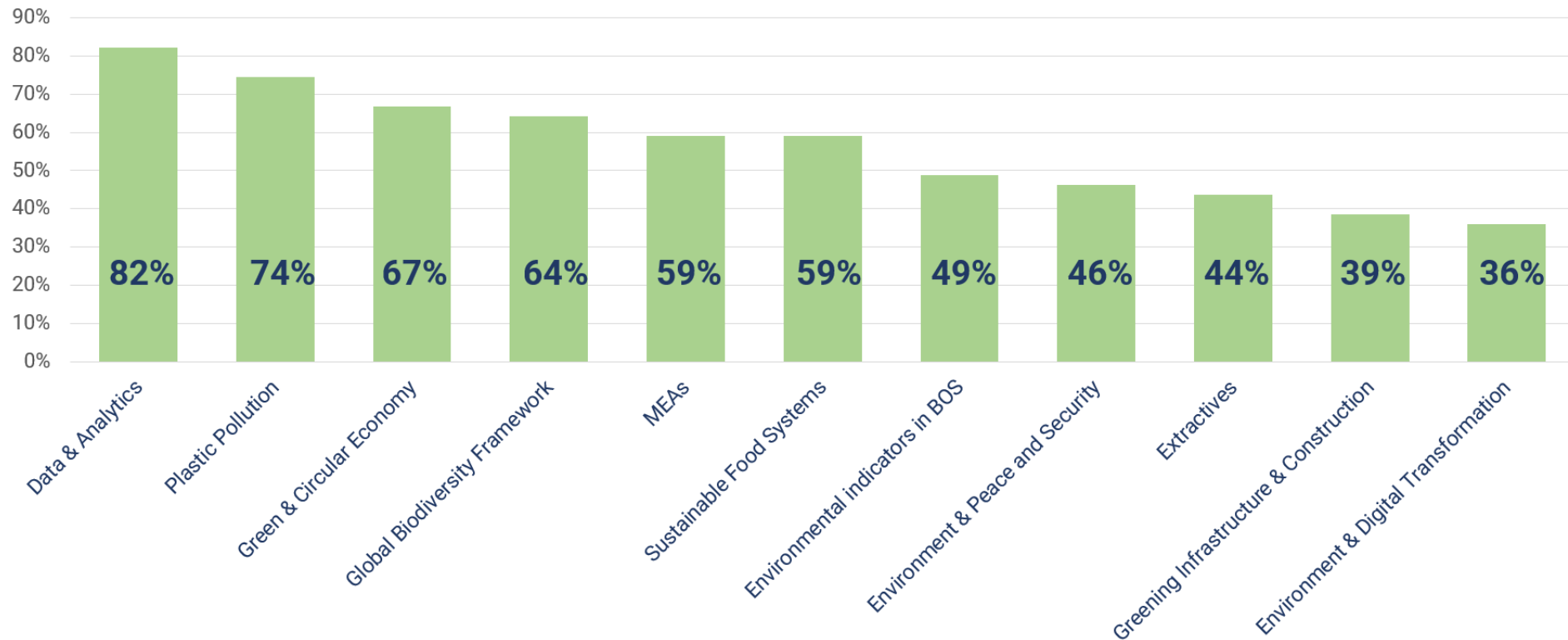
From: UNEP survey 2023 of UNEP's focal points to UNCTs

Configurations of UN country teams can vary significantly, however in most cases the number of working groups are more than 10



Configuration of a selected UN country teams, including main working groups

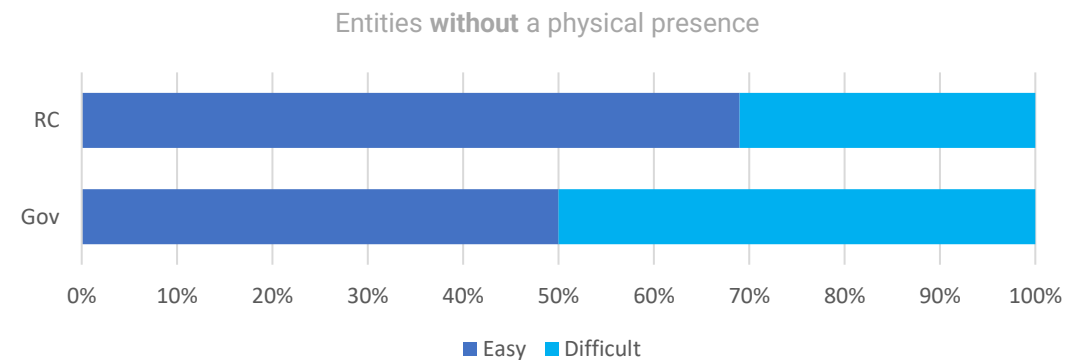
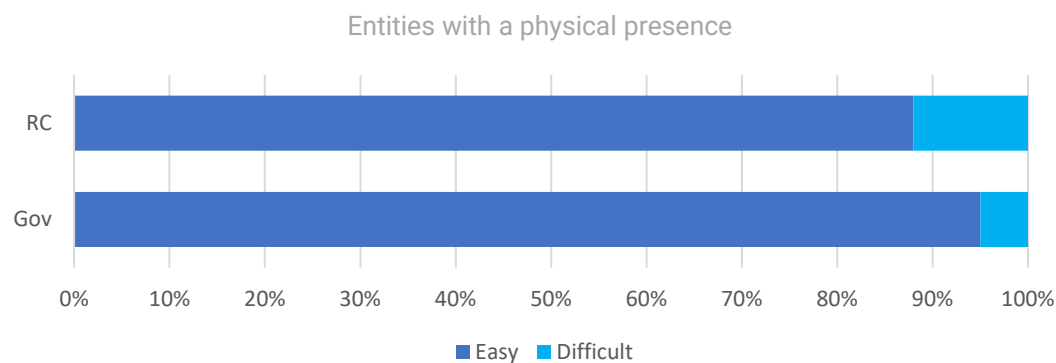
...as well as a demand for technical expertise on a broad range of topics to address climate change, biodiversity loss and pollution.



Technical areas in which UNEP focal points have received requests from Resident Coordinators and UN country teams in the past year (in percentage of focal points receiving requests)

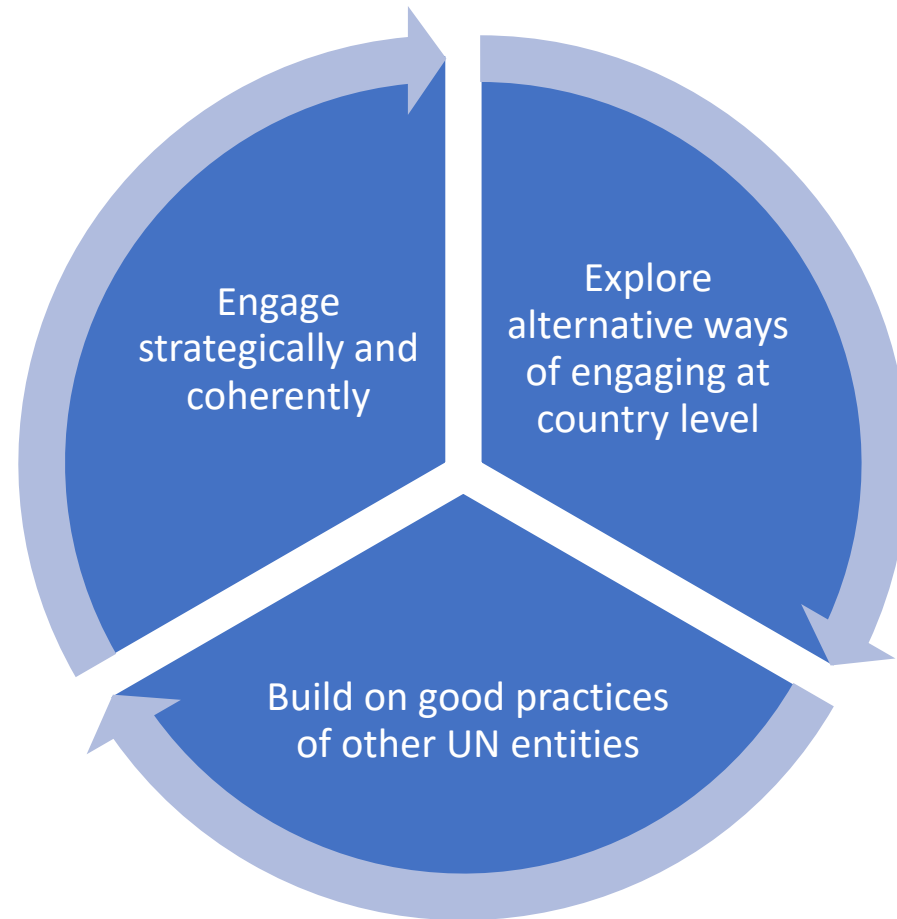
Both Resident Coordinators and Governments find it difficult to access expertise from agencies without physical presence.

Perspectives of Governments and resident coordinators on accessing technical expertise from entities with and without a physical presence



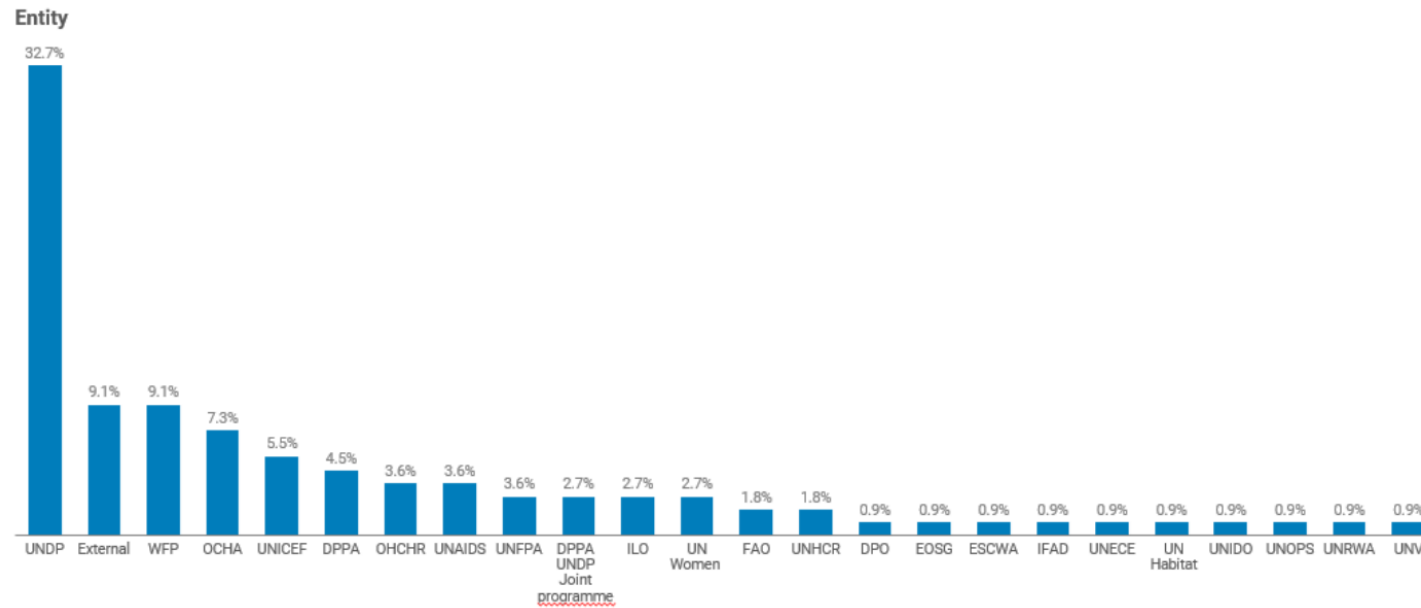
- Over 90% of governments find it easy to access technical expertise from entities with physical presence
- Only **50%** of governments find it easy to access technical expertise from entities **without** physical presence

There is therefore an opportunity to identify options to overcome the current limitations and strengthen action on climate, biodiversity and pollution in UN country teams.



This includes, practices on ensuring direct access to experience and technical expertise in specific thematic areas, through Resident Coordinator profiles or surge systems.

Resident Coordinators by entity of origin



Currently, none of the Resident Coordinators originate from UNEP

- Resident coordinators
 - RCs originate from 23 UN entities
 - Diversification of entity of origin increased by 32% since 2018

Surge support

- Establishment of UN standing surge capacity pools (currently on peace and development, security, programme administration)
- Pioneer rapid support in development emergencies: rapid release surge funding + 7 senior roving development coordination officers

Resident Coordinator Office composition

- 5 key profiles: strategic planner, Economist, M&E/data, communication, partnerships
- Advisors can complement the RCO profiles
- RCO does not include an environmental profile

Several UN entities are also embedding thematic advisors in Resident Coordinator to mainstream the topic and influence UN country team programming.

Peace and
development
advisors in **73**
RCOs

21
gender
Advisors*

- 70 cooperation frameworks featured gender equality results
- 44% of UNCT joint programme budgets directed to advancing gender equality
- 69% of UNCTs used a gender equality marker in joint work plans
- Gender scorecard implementation is a commitment under UNSDG funding compact

*[*2022 QCPR report](#)*

- 100% of PDAs supported the CCA process where such a process was underway

- 90% of governments consider UNCT support in meeting obligations under international HR treaties was adequate

53
human
rights
advisors

Looking ahead: Further strengthening UNEP's engagement with the Resident Coordinator system for country delivery.

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1. While the trends on addressing climate, biodiversity and pollution in UN system planning at country level are positive, a continued gap remains on the uptake of these actions in Cooperation Framework
 2. UNEP has made significant progress in establishing structures and developing approaches for coherent and strategic engagement with UN countries, notably through UNEP's network of focal points to UN country teams and UNEP's country engagement plans
 3. UNEP has made significant effort in equipping UN country teams with knowledge, tools and approaches to address climate, biodiversity and pollution by tailoring information and making knowledge available through issue-based coalitions, partnerships, UN-wide strategies and dialogues with Resident Coordinators
 4. However, there is a need and an opportunity to explore additional ways of engaging with UN country teams to address the challenges of a limited country presence. This includes building on good practices of other UN entities (e.g. surge capacity, thematic advisors), making strategic investments and further strengthening the partnership with DCO
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