

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Implementation Plan

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1	SCP is very broad and it is not always obvious to decision makers and potential funders where the entry points are. The Network has already made progress in this aspect through engagement in the HLPF, capacity building and awareness raising activities and engagement with specific governments. However, more needs to be done to rally support and increase awareness. Framing SCP in terms of	Strengthen the case for investment in SCP by: (i) highlighting and communicating clearly to decision makers and stakeholders how SCP is central to realising sustainable development / Agenda 2030, addressing crises of climate change, pollution, and nature loss and to the global COVID 19 recovery; (ii) identifying specific areas for intervention	Critical	Project	Secretariat	2020/2021	Accepted		The Secretariat is facilitating a process of prioritization which will form the strategic objectives (intervention areas) of the 10YFP post-2022. Intervention areas will be prioritized based on science (data on hotspots, impacts and key points of intervention that can have the best opportunity for positive impact),

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	<p>Government, UN and donor priorities has the potential of contributing to this. For example, demonstrating how SDG12 / SCP is the lever for achieving other SDGs and a key component in 'building back better.'</p> <p>In line with this, draft UNEP's MTS 2022-2026, aims to 'shift the needle' towards sustainable development by addressing key environmental challenges such as climate change, nature loss, and pollution, in the context of sustainable consumption and production, while at the same time contributing to global recovery in the wake of COVID-19. In the COVID-19 recovery period competition for funds are set to become more intense. The One Planet Network needs to clearly articulate the links between SCP and key global concerns such as COVID-19 recovery and climate change. Given the political and ideological nature of SCP, areas of support and funding for SCP should be packaged in terms of specific areas / targets that Governments are committed to – such as energy efficiency and a green economy in general to attract donor support. Governments should be supported to use SCP as an overarching approach to address poverty, create jobs and protect livelihoods.</p>								<p>however they need to be agreed together with the entities leading the 10YFP (Programme Leads, Board etc.)</p> <p>In terms of linking to Climate, Biodiversity and Pollution, this is planned for the 10YFP Post 2022 - specifically it has been requested by the Board and other member states that the next version of the 10YFP should connect to and contribute concretely to achieving MEAs on Climate, Biodiversity and Pollution. In terms of the links to COVID 19, this will be considered in the new Strategy on SCP post 2022.</p>
2	<p>The role and size of the Secretariat in a potential second phase, cannot be considered in isolation. It is linked to the structure of the</p>	<p>As part of discussions on the overall governance structure of the One Planet Network, hold collaborative discussions on the functions</p>	Critical	Project	Secretariat, Board, Programmes,	2020/2022	Accepted		<p>The current focus of the Post 2022 discussions with the 10YFP Board and member states is on</p>

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	<p>Network as a whole and the agreed functions of the various members (e.g. Board, Programmes, NFPs, UN Interagency Coordination Group). While this evaluation has alluded to the roles of other partners and the complex, top-heavy governance structure of the 10YFP (entered on the Board and Secretariat and operating at global level), the focus has been on the functions of the Secretariat within the Network, not the functions of the Network as a whole; these need to be the focus of on-going discussions.</p> <p>The functions of the Secretariat could be streamlined to focus on the normative aspects of its work, where it has performed relatively well. This includes global coordination functions, such as tracking progress on SCP, communications and knowledge management and advocacy.</p> <p>If the Secretariat retains part of the responsibility for generating finance for country level implementation, it needs to be better resourced to do this. Likewise, if the Secretariat is to be more engaged at the country level, it will need additional human resources to do this (see Recommendation 4).</p>	of Secretariat in the potential second phase of the 10YFP			MPTF Steering group				the content and priorities of the next Strategy for SCP post 2022. The governance and operational part will only be developed once the strategy is clear (i.e. once it is clear what the objectives are - then the discussion will be on what operating model will support that). This will include the strategic functions of the Secretariat, and of the various operational structures that will participate in the implementation of the next phase. Hence this will be decided later in the process (likely towards the end of 2022).
3	Most network partners agree on the need to move beyond webinars, conferences and reports to implementation on the ground. To finance this, a more diversified funding strategy is required.	Review the resource mobilization strategy to clarify the potential roles and responsibilities of all One Planet Network partners, limitations and opportunities for adopting a more	Critical	Project	Secretariat, Board, Programmes	2020 /2021	Accepted		Financial resources are one of the elements being considered in the discussions for the 10YFP Post 2022 for example commitment

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	<p>Elements of this could include (to be determined through the review process):</p> <ul style="list-style-type: none"> i/ Programmes and NFPs becoming better equipped in terms of human and financial resources to source funding, in line with their agreed mandate to support resource mobilization efforts; ii/ moving towards a more country level bottom-up approach whereby fund raising is clearly linked to the priorities of Government. This could be done through stronger linkages and partnerships with other UN Agencies with country presence. Moreover, this should be coupled with a greater focus on efforts to explore and mobilize country level resources. iii/ building links with private sector and regional bodies with an economic focus. For example, the Secretariat should continue to build relationship with regional organizations with a broad economic mandate, such as ESCAP and the Economic Community of West African States (ECOWAS) who could play a role in resource mobilization, bringing the One Planet Network to the attention of finance ministries, and implementation at country level; iv/ potential opportunities for Governments to access funds through Development Bank loans and / or technical assistance projects. iv/ linking SCP to target areas / sectors of donor funds including - UN COVID Response – ‘building back 	<p>diversified approach to financing country level implementation.</p>							<p>models linked to funding mechanisms. Depending on the Strategy and operational model governance structure that is decided, a new resource mobilization plan will need to be adapted. In the meantime, an analysis of the performance of the MPTF for SDG 12 is being conducted.</p>

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	better' and climate change; and,								
4	<p>Implementation at the country level is a large and complex an undertaking . A more targeted / strategic and country focused implementation model needs to be developed with Partners (especially the Programmes and NFPs), to increase capacity and activity at country level and accelerate country level impact. Enhanced country level activity to develop and implement country level SCP approaches and mechanisms is needed to address the fundamental challenge facing the One Planet Network of upscaling implementation at the country level, without which the One Planet Network's impact, as set out in its Strategy, cannot be achieved.</p> <p>A primary question for the One Planet Network is whether it wants to / is possible for it to play a key role in country level implementation or whether this is best left to others (and if so who), with the One Planet Network then focussing more (or completely) on its normative activities. This discussion on the roles and responsibilities of the One Planet Network partners is covered under Recommendation #2.</p> <p>Factors to be considered to strengthen country level implementation are:</p> <p>i/ The One Planet Network</p>	The Secretariat, with the One Planet Network partners, should review options for a more country focused implementation approach to effectively mainstream SCP and accelerate implementation at country level in support of the One Planet Network's strategy	Critical	Project	Secretariat, Board, Programmes, NFPs.	2020 / 2021	Accepted		In the roadmap for the 10YFP post 2022 (developed based on recommendations from the 10YFP Board and member states leading the 10YFP), it is foreseen to review bridging options to bring the global elements for SCP developed by the network to the national level. This work is looking specifically at partnerships and leveraging the UN Reform in this context.

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	<p>needs to expand and strengthen its engagement with other influential Ministries (Planning, Investment, Finance) and Inter-Ministerial Bodies in countries National Focal Points cannot singlehandedly address the SCP challenges and more national level resources and structures should be considered to address sectoral priorities such as working groups / steering committees supported by technical experts and inter-ministerial representatives. It is not clear how this can be funded and supported, and ideally would be Government led. NFPs should act as the liaison person to introduce Programme partners to concerned Ministries, any Inter-Ministerial bodies in the countries and other partners, but often do not have the political backing or time to do this. The Secretariat could also explore the benefits of tailoring the selection of NFPs through the development of core selection criteria.</p> <p>ii/ In line with the UN reform, engagement with UN country teams (UNCT) should be strengthened to promote synergies and avoid duplication and identify sources of funding for priority initiatives . Strategic partnerships should also be fostered with UN agencies and partners with country presence to mainstream SCP in ongoing mechanisms, processes, and initiatives.</p> <p>iii/ The Inter-Agency Coordination Group / MPTF partners should continue to</p>								

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	<p>enhance collaboration and coordination at the country level – engaging with national SDG focal points and supporting inter-ministerial coordination among other things.</p> <p>iv/ Regional level engagement should be supported and enhanced to help foster / support implementation at country level . However, prior to defining the level and nature of regional engagement, it is necessary to clarify the role of regional partners. For instance, regional UNEP offices could be engaged in implementation, and /or play more of a facilitation role (i.e. disseminating best practices, learning, collaboration) with the Ministries of Environment, while the One Planet Network could reach out to a broad number of Ministries. Other regional partners with whom stronger links could be built are the Regional economic integration organisations and the UN regional commissions and Development Cooperation Offices (DCOs).</p> <p>Even if the Secretariat is not responsible for implementation at the country level, it can continue to support country level uptake and implementation through its normative initiatives including: (i) advancing understanding of national enabling conditions and readiness on SCP; (ii) providing tools for identifying priority sectors and interventions; and, (iii) ongoing knowledge curation</p>								

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	and capacity building. The Secretariat could have a focal point for each Programme, to more fully engage in Programme activities, make strategic links and better curate information to help catalyse implementation for each community of practice .								
5	<p>The website is central to the One Planet Network and its on-going development needs to be led by a competent web development company that can serve their requirements to ensure a high-quality website and value for money. The Secretariat would benefit from the ability to source suppliers independently and /or through competitive tender, rather than being obliged to use a pre-selected supplier that does not meet their needs.</p> <p>UNEP should ensure that projects have a choice in terms of suppliers (e.g. through a framework agreement or competitive tender process). It is also important that service providers on long term contracts / framework agreement are formally rated on an annual basis by users, so that systematic under performance is revealed and efficiency and quality not compromised, as well as good performance recognised.</p>	Review implications of sole provider for IT services and benefits of moving towards approved roster of providers or competitive tender process	Important	UNEP-wide	UNEP – Corporate Service Division	2021/2022		For Corporate Services Division	For Corporate Services Division
6	There is scope for more collaboration (strengthening linkages and cross fertilization) but it is recognised that collaboration takes time and	Enhance coordination and coherence across the network and with other UNEP interventions	Opportunity for improvement	Project	Secretariat, UNEP Senior Management	On-going	Accepted		This recommendation will be considered in the context of the 10YFP post 2022, especially when developing the

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	<p>the benefits to parties need to be clearly articulated and funded.</p> <p>Areas where engagement and collaboration can be enhanced include: closer engagement with the six Programmes (increased participation by the Secretariat in Programme level meetings, adopting a more collaborative approach on reporting, strengthening communications and planning); NFPs; the Board and regional partners.</p> <p>Closer and on-going integration across UNEP projects and Programmes is also critical to avoid duplication and ensure synergies are capitalized and strategies aligned (e.g. collection and sharing of data and information and more regular discussions). A number of developments support greater collaboration of the One Planet Network with UN partners including – the promising scope of the SPC-HAT tool, the Go for SDGs initiative which commenced in September 2019 and the fact that PAGE has been identified as a delivery mechanism for COVID 19 and can help support SCP in the 20 countries it operates. Opportunities for streamlining and coordination should be supported at a senior level across the UN.</p>								operational model for delivery. It is indeed important to address the issue of overlap across UNEP in terms of SCP related initiatives. All consultations conducted so far with Member States and stakeholders have emphasized the need to broaden the "global movement for SCP" and engage alliances, initiatives and partnerships beyond the 6 programmes of the OPN. This involves several other initiatives led by UNEP that will be invited to join the strategy development process and support implementation in a coordinated manner.
7	A clear way the Secretariat can add value is through the promotion of high- quality implementation tools for actors on the ground. The	Knowledge management should be focused on country needs and priorities supported by an ongoing use of science. Building on the	Opportunity for improvement	Project	Secretariat	On-going	Accepted		Knowledge management is one of the core workstreams of the Secretariat and has become much

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	<p>Secretariat should move away from a focus on quantity to the identification and endorsement on behalf of the One Planet network of a subset of high-quality tools that can be linked / contextualised to specific SCP policy priorities of Governments. This requires scrutiny of the existing body of tools in the first instance to build up the One Planet tool box and then targeted dissemination. The Secretariat has already embarked on this work. There should be on-going promotion and development of tools such as the SCP-HAT, to help clarify opportunities at the country level. Knowledge management (synthesizing and organising information) will require resources as will the on-going improvements to the website.</p>	<p>Joint Task Group (IRP/One Planet), the One Planet Network needs to maintain a standard of excellence, so that only the best tools are promoted, based on expert review</p>							<p>more targeted and aligned with the work of the Joint IRP/One Planet Task Group in terms of mapping initiatives along the value chains in accordance with the findings of the Task Group. The web platform is being upgraded to integrate many new functionalities to allow for more targeted search capabilities for users, and increased discriminatory filtering capabilities for website managers in order to offer only the most relevant content. The website will include country profiles, which will provide key information on environmental trends, SCP relevant policies and initiatives at national level, and provide access to the members of the network active in countries. In addition, an SDG 12 Hub was launched in July 2021 (during HLPF), which provides access to all data reported on SDG 12 targets and indicators, at a global, regional and national level. The SDG 12 Hub will be fully embedded in the new website.</p>
8	<p>Showcasing the benefits of SCP in the three dimensions of sustainable development (economic, social and</p>	<p>Communications and outreach should be focused on building awareness on the benefits of SCP and drawing</p>	<p>Opportunity for improvement</p>	<p>Project</p>	<p>Secretariat</p>	<p>2020 /2021</p>			<p>In order to build awareness of the benefits of SCP and draw investors to the</p>

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	<p>environmental) remains critical to secure additional support for the One Planet Network. The Secretariat, with the support from the Programmes and other partners, should continue to raise awareness on these benefits to mobilize greater interest and engagement from investors and potential partners. Recommendations for improving communications include: (i) On-going reiteration of the objectives of the Strategy by the Secretariat to achieve broader exposure and buy in, championed by senior politicians and diplomats; (ii) An increased focus on UNEA, as a decision making body to increase uptake by countries; (iii) participation in a broader range of conferences of strategic value to the One Planet Network such as the Stockholm +50 and the Food systems summit 2021; (ii) increasing the visibility at regional and country level as a core focus of the communications strategy (e.g. at regional Ministerial forums); and, (iv) given that it is difficult to champion and fund something that is not clearly understood, there is a need to breakdown the SCP into tangible benefits (sectors / themes) e.g. through policy application briefs.</p>	<p>investors to the network to accelerate implementation</p>							<p>network to accelerate implementation, the One Planet network communications and outreach activity of the secretariat has focused on the implementation of content-based strategy, working closely with the programmes. This includes the prioritising the News & Stories section of the website, which is driving approximately 25-30% of all traffic to the website, including many new visitors. This increase in traffic is also connected to the strategic use of other communications channels such as Twitter, LinkedIn and the monthly email update, all of which prioritise linking to articles on the new website. The decentralisation of website publication functionality to the programme co-leads continues to contribute to maintaining increased higher levels of traffic, by increasing the overall volume of new content that can be regularly published to the website by programme co-leads, which has positive benefits for search engine ranking and helps to drive new organic traffic.</p>

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9	<p>Greater efforts needs to be made to ensure that the One Planet Network partners see the value and feel motivated and proud to report on their activities. Increasing visibility is important, and while not everything that is reported can be included in reports to the HLPF, other forms of recognition and incentives could be considered (e.g. ranking of reporting entries and awards).</p> <p>A greater audience needs to be made aware that the reporting system exists and systematic processes in countries need to be developed to encourage reporting. This would allow reporting of SDG 12 that is broader than the One Planet Network Programmes.</p> <p>Recommendations to improve the M&R system include making the framework more user friendly and simpler and regular interactions with NFPs to support reporting. Given that most of the information and data for reporting are at the country level, more needs to be done to support countries develop their data bases and data collation processes.</p> <p>Countries have different SDG12 focal points to NFPs, who need to be engaged to support the SDG12 reporting process. PAGE and SWITCH, who operate at the country level can also be used to raise awareness at the country level regarding SDG12 reporting.</p>	Explore mechanisms for encouraging reporting by Programmes and simplifying the M&R online system	Opportunity for improvement	Project	Secretariat	On-going	Accepted		A new reporting system will be launched along with the refreshed website in Q3 2021 that takes this recommendation into account.

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10	<p>Given the importance of the Board to the Network, its effectiveness needs strengthening to fulfil its mandate. It should be more fully engaged in strategic thinking and in supporting the Secretariat's advocacy efforts at key global events and regional level (taking the lead to initiate regional level interactions where appropriate, and resource mobilization. To achieve this, the Secretariat could be more active in mobilizing all board members through bilateral outreach to familiarize them with questions on the agenda ahead of meetings, and encourage (virtual) engagement throughout the year on key aspects. Going forward, it is critical that the MPTF Steering group provides a high level of scrutiny in the selection of projects, and in the workings of the MPTF in general. Many interviewed partners misunderstand the role of UNEP within the network and the boundaries between UNEP and the Secretariat. Not everyone is aware that the Secretariat is an independent body and this needs to be clearly articulated and emphasised (e.g. through clarifying when initiatives are led by the Secretariat) to build relationship with the Secretariat and help people better understand and appreciate its mandate. A review is needed of the options to better incorporate SFPs across the One Planet Network and reflect the views of marginalized</p>	<p>The oversight and governance responsibilities of the 10YFP Board and MPTF Steering Committee should be strengthened, the independence of the Secretariat better articulated and options for better integration and engagement of stakeholder groups within the One Planet Network undertaken.</p>	<p>Opportunity for improvement</p>	<p>Project</p>	<p>The oversight and governance responsibilities of the 10YFP Board and MPTF Steering Committee should be strengthened, the independence of the Secretariat better articulated and options for better integration and engagement of stakeholder groups within the One Planet Network undertaken.</p>	<p>On-going</p>	<p>Partially Accepted</p>	<p>It is not clear what is being asked here. In terms of the MPTF the roles are very clear as per the Terms of Reference for the FUND. It is not clear what else needs to be done on this. The role of the Board is stipulated in their own Terms of Reference which is determined by the 10YFP mandate as agreed by member states.</p>	<p>The Secretariat will continue to engage the Board throughout the post 2022 process. The Chair and Vice-Chair of the Board have called for the establishment of a Group of Friends for SCP, which gathers all the lead Member States active in the 10YFP / OPN, to develop an ambitious vision for multilateral and multistakeholder cooperation on SCP and guide the discussions on the next phase.</p>

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	groups (women and indigenous communities), to determine the way forward.								
11	Ongoing high-level backing by UNEP and its positioning as a champion of SCP is critical for the 10YFP. High level champions are also needed across UN organisations. High profile champions need to be identified at the country and regional level. These champions need to actively engage in the promotion of SCP and the One Planet Network	Identify champions to enhance profile of SCP	Opportunity for improvement	Project and UNEP-wide	UNEP Senior Management, Board and Secretariat	On-going	Accepted		This is envisaged as part of the 10YFP Post 2022 process.