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Terminal Evaluation of the UNEP Project "Enhanced Coordination and implementation of the 10YFP and its programmes" (2016-2019)

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Enhanced Coordination and implementation of the 10YFP and its programmes
Project 613.1, PIMS ID 1730
04/21

ACKNOWLEDGEMENTS

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Ms Amador is a Senior Consultant with over 15 years of experience on international environmental law and governance, 15 years of experience on chemicals, including negotiations of MEAs and legal advise and 10 years of conducting ex post and ex ante evaluations of programmes and projects. She has extensive knowledge in environmental and fisheries law within the EU and at international level, and substantive experience evaluating development projects and programs for international organisations. Ms Amador has also provided legal assistance to developing countries for the legal drafting on environmental and fisheries issues and comparative legal analysis with international best practice. Ms Amador holds a Master's Degree on Environmental Law from the University of London, a Law Degree from the University of Lisbon.

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Joint Evaluation: No
Report Language(s): English.
Evaluation Type: Terminal Evaluation
Brief Description: This report is a Terminal Evaluation of a UNEP EC funded project "Enhanced Coordination and implementation of the 10YFP and its programmes" (2016-2019), implemented between 2016 and 2019.The project's overall development goal was to support the strategic, action-oriented and coherent delivery of the 10YFP support for the shift towards SCP patterns at all levels, through continuous and strengthened secretariat functions and services. The evaluation sought 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, feedback, and knowledge sharing through results and lessons learned among UNEP, the European Commission and main project partners, including the One Planet Network members.

Key words: Economy, National Focal Points, One Planet Network, Secretariat, Sustainable Consumption and Production, 10 Year Framework of Programmes on SCP Patterns, Resource Efficiency, SDG12[1]

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[1] This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

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LIST OF ACRONYMS

10YFP	10-year Framework of Programmes
BSP	Bali Strategic Plan
CI	Consumer Information Programme
COP	Conference of the Parties
CSD	Corporate Services Division
DTIE	UNEP's Economy Division
EA	Expected Accomplishments (desired outcomes of Sub programmes)
EC	European Commission
ECOSOC	Economic and Social Council
ECOWAS	Economic Commission of West African States
ENRTP	Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy
EOU	Evaluation Office of UNEP
EOU	Evaluation Office of UNEP
ESCAP	United Nations Economic and Social Commission for Asia and Pacific
FAO	Food and Agriculture Organization
FMO	Fund Management Officer
GE	Gender Equality
GE	Green Economy
GEF	Global Environment Facility
GGKP	Green Growth Knowledge Platform
GPGC	European Commission Global Public Goods and Challenges thematic instruments
HLPF	High Level Political Forum
HRBA	Human right based approach
IACG	Inter-Agency Coordination Group
IGE	Inclusive Green Economy
ILO	International Labour Organization
IRC	International Resource Panel
Logframe	Logical Framework
M&E	Monitoring and evaluation
MAC	Multi-stakeholder Advisory Committee
MoU	Memorandum of Understanding
MPTF	Multi Partner Trust Fund
M&R	Monitoring and Reporting
MTE/MTR	Mid-term evaluation/review
MTS UNEP's	Medium-Term Strategy
NGO	Non-Governmental Organisation
NFPs	National Focal Points
PAGE	Partnership for Action on Green Economy
PCA	Programme Cooperation Agreement
PIMS	Programme Information Management System
PMU	Project Management Unit
PoW	Programme of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document (must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director)
RECP	Resource Efficient and Cleaner Production
ROtI	Review of Outcomes to Impact
SBC	Sustainable Buildings and Construction Programme
SC	Sustainable Consumption
SCA	Strategic Cooperation Agreements

SCP   Sustainable Consumption and Production
SCP-HAT   Sustainable Consumption and Production Hotspot Analysis Tool
SD   Sustainable Development
SDG   Sustainable Development Goals
SFPs   Stakeholder Focal Points
SFS   Sustainable Food Systems Programme
SLE   Sustainable Lifestyles and Education Programme
SP   UNEP's Sub-programmes (thematic priorities)
SPP   Sustainable Public Procurement Programme
STF   Strategy Task Force
SSA   Special Service Agreement
TE   Terminal Evaluation
TF   Trust Fund
ToC   Theory of Change
ToR   Terms of Reference
UN Habitat   United Nations Human Settlements Programme
UNCCD United Nations Convention to Combat Desertification
UNCTAD   United Nations Conference on Trade and Development
UNDESA   United Nations Department of Economic and Social Affairs
UNDP   United Nations Development Programme
UNECE   United Nations Economic Commission for Europe
UNECLAC   UN Economic Commission for Latin America and the Caribbean
UNEP   United Nations Environment Programme
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
UNFCCC   United Nations Framework Convention on Climate Change
UNGA   United Nations General Assembly
UNICEF   United Nations Children's Fund
UNIDO   United Nations Industrial Development Organization
UNITAR United Nations Institute for Training and Research
UNON   United Nations Office at Nairobi
UNOPS United Nations Office for Project Services
UNWFP   United Nations World Food Programme
UNWTO United Nations World Tourism Organization

PROJECT IDENTIFICATION TABLE

UNEP PIMS ID:	Implemented under umbrella project: 613.1, PIMS ID: 1730
Implementing Partners:	One Planet Network members
Relevant SDG(s) and indicator(s):	SDG 12. "Ensure sustainable consumption and production patterns" target 12.1 – indicator 12.1.1

Sub-programme:	6. Resource Efficiency and Sustainable Consumption and Production	Expected Accomplishment(s):	a) Cross Sectoral scientific assessments, research and tools for sustainable consumption and production and green economy developed, shared, and applied by policy makers, including in urban practices in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including urban practices
UNEP approval date: EC approval date:	N/A 15 July 2016	Programme of Work Output(s):	Output 613.1 Secretariat services 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
Expected start date:	July 2016	Actual start date:	July 2016
Planned completion date:	June 2018	Actual operational completion date:	Dec 2019
Planned project budget at approval (*as per prodoc 2016 budget*):	2,250,000 EUR or 2,141,755 USD	Actual total expenditures reported as of 31 December 2019[2]:	2,036,489 USD
Planned Environment Fund allocation:	N/A	Actual Environment Fund expenditures reported as of [date]:	N/A
Planned Extra-Budgetary Financing:	N/A	Secured Extra-Budgetary Financing:	not available
		Actual Extra-Budgetary Financing expenditures reported as of [date]:	N/A
First disbursement:	not available	Planned date of financial closure:	31 December 2019
No. of formal revisions:	2	Date of last approved project revision:	October 2019
No. of 10YFP Board and Executive Steering (Board and Programme leads) meetings:	9	Date of last/next Steering Committee meeting:	Last: May 2019	Next:

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[2] Actual expenditures reflect a fund reversal of €586,394 transferred to the Strategic Cooperation Agreement (SCA) as approved by the donor.

Mid-term Review/ Evaluation *(planned date):*	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Evaluation *(planned date):*	January 2020	Terminal Evaluation (actual date):	April-December 2020
Coverage - Country(ies):	Global	Coverage - Region(s):	Africa Asia and the Pacific Europe Latin America and the Caribbean North America Western Asia
Dates of previous project phases:	2012-2016	Status of future project phases:	Next phase of project approved May 2020

Project background

1. Shifting towards Sustainable Consumption and Production (SCP) is increasingly recognized as a necessary condition for sustainable economic growth and prosperity. SCP has become well embedded in the global agenda for sustainable development since the adoption of Agenda 21 and the establishment of the 10 Year Framework of Programmes on SCP Patterns (10YFP) at the United Nations Conference on Sustainable Development (Rio+20) in 2012. The 10YFP is a platform and network for bringing together actors, initiatives, expertise and resources to deliver SCP. Following Rio+20, the UN Environment Programme (UNEP) was mandated to serve as the Secretariat of the 10YFP on SCP and to establish and administer a Trust Fund (TF) to support the implementation of SCP practices in developing countries and economies in transition.

2. A major milestone for the 10YFP was the inclusion of a standalone goal on SCP, SDG12 on Ensure Sustainable Consumption and Production patterns, in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. Furthermore, the 10YFP mandate is enhanced through SDGs' Target 12.1 which is to "implement 10YFP".

3. The European Commission Global Public Goods and Challenges (EC-GPGC) funded project "**Enhanced coordination and implementation of the 10 Year Framework and its programmes (10YFP)**", hereafter referred to as the project, is part of the European Commission's support to the 10YFP Secretariat, under the Directorate-General for Environment (DG Environment) and its Programme Cooperation Agreement (PCA) with UNEP.

4. The Project's main **objective** was to support the strategic, action-oriented and coherent delivery of the 10YFP support for the shift towards SCP patterns at all levels, through continuous and strengthened secretariat functions and services.

5. The project's main **outcome**, as stated in the project's Logical Framework, was to fulfil the 10YFP Secretariat services and functions and provide related financial and information sharing mechanisms to support the delivery of the 10YFP on SCP. To achieve this outcome, the project had six outputs: (A) International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 agenda; (B) 10YFP programmes coordinated in a coherent and synergetic way; (C) Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP; (D) Scientific case for SCP strengthened and SCP knowledge base increased and disseminated; (E) The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders; and (F) Resources for the 10YFP and its trust fund are administered and further mobilized.

This evaluation

6.   This Terminal Evaluation covered the European Commission funded project that supported the 10YFP Secretariat function between 2016-2019 and did not encompass an evaluation of the whole One Planet Network. The evaluation used both quantitative and qualitative evaluation methods to determine project achievements against the expected outputs, outcomes and impacts. In total 50 people were interviewed via skype / zoom and a survey was administered via SurveyMonkey to all 140 10YFP National Focal Points (NFPs).

7.   The evaluation addresses a number of **strategic questions** including:

   •   To what extent was the Secretariat able to support the functions of the 10YFP as a result of the contributions of the GPGC project?

   •   What have been the implications, opportunities and challenges of the reporting structure of the 10YFP Secretariat to the High-Level Political Forum (HLPF)?

   •   How well is the 10YFP Secretariat positioned within UNEP's programme of work and what should be its optimal position within the organization?

   •   How can lessons learned from project implementation inform the post-2022 strategy and in that context the last two years of the 10YFP?

Key findings

8.   The project is highly relevant. It is closely aligned with UNEP's Medium-Term Strategies (MTS) 2014-2017 and 2018-2021, the priorities of donors, countries and regions through its relevance to Agenda 2030 and international conventions such as the Paris Agreement.

9.   The project had a strong, cohesive and highly committed team and on the whole has been well managed. The project met all its output and outcome targets, with 5 out of the 21 output targets exceeded. While more remains to be done, great strides were made in a number of areas to develop and strengthen the 10YFP / One Planet Network. Key project outputs include:

   •   successful advocacy at high level political fora demonstrated through the recognition of the One Planet network as an important implementation mechanism for SDG 12 in the Ministerial Declaration of the High-Level Political Forum on Sustainable Development 2018, and its recognition at the 4th UN Environment assembly in 2019;

   •   the collaborative development of the One Plan One Planet Strategy, which sets out a way forward on supporting countries to deliver on SDG12;

   •   rebranding of the 10YFP to the One Planet Network, revamping of the website and development of one stop shop for SDG12 – the SDG12 hub. While the project has made progress in terms of knowledge management and communications, more needs to be done to raise the visibility of the One Planet Network in countries and distinguish it from similar initiatives. Enhanced brand recognition is important for fund raising.

   •   development and introduction of an online monitoring and reporting (M&R) framework for the Network and for reporting of SDG12.1.1 by Member States. The M&R framework has supported the network to communicate progress, strengthen accountability and identify emerging trends in SCP, but the process needs to be further simplified and

incentives put in place, such as greater visibility, to further encourage reporting by programme partners;

- The establishment of the Multi-Partner Trust Fund (MPTF) under which six key UN agencies have come together to tackle the resource constraints limiting the scaling up of SCP and to drive the agenda on SDG 12. While this is widely seen by those interviewed for this evaluation as an improvement on the previous UNEP Trust Fund, concerns remain across all One Planet Network partners over the ability of the MPTF to address the significant resource challenges; and,

- Promoting the integration of science into SCP policies and practices. A definitive move towards this is the development and application of the SCP Hotspots Analysis tool which has enabled scientific knowledge on the impacts of economic activities on natural resources and the environment to be accessible to policy-makers at national level. Furthermore, a Joint Task Group (One Planet network and the International Resource Panel (IRP)) on combining science-based policy action on Sustainable Consumption and Production (SCP) was established at the end of 2019.

10. However, the evaluation found that the challenges faced in mobilizing resources under the UNEP Trust Fund (now MPTF) has led to a level of frustration across the Network over the inability of the One Planet Network to effectively support implementation of SCP initiatives on the ground. The low level of resource mobilisation that the Secretariat has been able to facilitate under the Trust Fund/ MPTF and the lack of funding to implement projects, has dampened enthusiasm among partners and has caused some partners in the Programmes to lose interest.

11. The engagement with Programmes has been mixed while engagement with the NFPs remains challenging. Some Programmes are operating more successfully than others, influenced also by the support provided by the Programme leads and MACs, and engagement with NFPs and organisations and partners at the country level needs to be significantly strengthened. Greater efforts are needed to engage, for example, the Board, stakeholder focal points, UNEP's Regional Offices, development banks and the private sector. There were also inefficiencies in the development of the website, linked to restriction placed on the selection of contractors by UNEP Corporate Services, resulting in delays and a missed opportunity to fully integrate the website.

12. This evaluation assesses project effectiveness against a reconstructed Theory of Change (ToC). The reconstructed project Outcome is: ***The One Planet Network shows greater cohesion and collaboration behind a common vision, and an increased capacity, uptake of tools and resources for SCP mainstreaming***. Greater cohesion and collaboration has been achieved through the adoption by the network of a common strategic vision, high level political endorsement, joint advocacy efforts, sharing of information through webinars and face to face meetings, enhanced cooperation across UN agencies, new partnerships, greater synergies, sharing of tools, initiatives and best practices. The project has made efforts to build synergies and links with programmes and projects. It strengthened its relationship with other flagship initiatives within UNEP – such as the International Resource Panel (IRP) and the Partnership for A Green Economy (PAGE), and enabled a more coordinated UN

response to SCP through the establishment of the MPTF under which 6 UN Agencies have agreed to champion SDG12 together.

13. Reporting across the One Planet network (2012-2017) demonstrated progress on the development of policies, knowledge resources and technical tools, with 1,800+ reported activities implemented by the partners including tools and solutions. According to the Final Project Report 2020, based on reported information, the potential to understand and apply tools increased from 12% in the 2013-2017 period to 60% in 2019. NFPs have been supported by the Secretariat through events (workshops, roundtables and webinars) and publications, including guidelines and the provision of practical tools, Trust Fund projects and reporting support. However, the dominant view among NFPs is that there has been limited support beyond emails and webinars, and capacity and resources remain a significant challenge.

14. In line with the One Plan One Planet strategy (2018-2022), the intended project impact, as identified in this evaluation's reconstructed TOC, is: ***Increase resource efficiency and decouple economic growth from environmental degradation, creating decent jobs and contributing to poverty eradication and shared prosperity***. Given the broadness of the One Planet Network/10YFP and its challenging ambition to change economic structures, it is not reasonable to expect such impacts to be achieved for many years. However, given that the 10YFP is in its eighth year of operation it is reasonable to expect progress along the causal pathways and to reflect on the role of the Secretariat in accelerating the attainment of the desired impact.

15. Bearing in mind that many other actors and factors will influence the achievement of the impact, it is hard to isolate the Secretariat's role and quantify the extent to *which* the Secretariat may have contributed to an accelerated shift towards SDG 12 in countries. However, some evidence of the Secretariat's contribution can be drawn from the reporting data from the One Planet Network's M&R system. For 68% of the countries that reported on SDG 12.1.1 (2017 and 2019), the action of the One Planet network was beneficial to the development or implementation of at least one policy or activity. In total, about 25% of the policies and activities reported were positively impacted. For the policies and activities reported in 2019, this was mostly through enhanced visibility (23%), inspiring examples (17%), access to scientific information (12%) or availability of expertise and tools (11,5%), that is areas in which the Secretariat provides support (Final Project Report, 2020).

16. However, the evaluation found that to date the Network has had limited presence at the country level. Although 79 countries have reported to be implementing SCP initiatives in the M&R system, the two mechanisms set up by the Network to enhance country engagement (e.g. NFPs and demonstration projects through Programmes) have not fully effective. Based on the NFP survey, only a quarter of Governments with NFPs recognize the One Planet Network as a platform for achieving SDG12 and national SCP objectives. Other factors identified by the evaluation as limiting stronger engagement at country level are: (i) the lack of resources to fund initiatives at the country level; (ii) the lack of resources for the Programmes to connect with

NFPs; and, (iii) the minor role currently played by the regional networks in the Network.

17.   The impact will not be achieved without a change to a more country focused approach that supports implementation of SCP initiatives at national level, a diversified and effective resource mobilisation strategy with greater support by network partners and more targeted and strategic tools and technical support. The Programmes' capacity to provide country level support and engage with national actors, which varies from programme to programme, needs to be strengthened. Similarly, ownership, awareness and capacity of Governments and of country level stakeholders needs to be further developed for outcomes to be up-scaled.

Conclusions

18.   Based on the findings from this evaluation, the project demonstrates performance at the 'Satisfactory' level (a table of ratings against all evaluation criteria is found below). The project has delivered on its targets in a cost-effective way through a strong and committed Secretariat.

19.   While the Secretariat has performed well on a number of its global functions, very limited progress has been made at country level. The lack of concrete action / implementation at the country level is linked to the 10YFP's limited success on resource mobilization, for which the Secretariat is not solely responsible but plays a key role. Despite the political support for the One Planet Network, it continues to struggle with funding and there has been inadequate money to program work. The key challenges facing the network of resource mobilization and implementation are not new and need to be addressed for the intended impacts to be realised by 2030. While the Secretariat has an important role in accelerating activity in these areas, going forward, network partners need to affirm their joint responsibility in terms of resource mobilisation and country level activities, and expectations around funding to be provided through the MPTF managed.

20.   The One Planet Network has built a diverse network and has the tools available, but needs to better position itself to scale up successful practices by strengthening the capacity at the national level and catalyzing additional resources through a more diversified resource mobilisation approach. The Secretariat has over recent years placed greater emphasis on prioritizing and supporting county engagement; this is evidenced through the development of the SCP-HAT tool, the development of country portfolios and the curating of Programme portfolios to make the One Planet Networks knowledge portal more targeted. These initiatives need to be further supported going forward.

21.   The 10YFP expires in 2023 (January), and discussions are underway on what should happen after this. There is a strong argument for extending the One Planet Network to 2030 given that it is the implementation mechanism for SDG12, and an enabler for many other SDG goals. Significant on-going support is needed to meet SDG 12 targets given the slow progress being made and backwards trend on some targets

as well as on target 8.4[3]. SCP is also central to the response to 'building back better' following COVID-19. Furthermore, it has taken a long time to establish the network, but most of the Programmes are now well placed to potentially provide an impact with sufficient funding and support.

22. The structure and size of the Secretariat is dependent on the agreed functions the Secretariat should have in a potential second phase of the 10YFP, which is indispensable from discussions on the role of other members of the Network, in particular the Programmes. Overall, the Network needs to be organised to successfully catalyse and mobilise change. One option is for the Secretariat to focus on the areas it is best at and need to be undertaken by a centralised body (e.g. monitoring progress, knowledge management and dissemination of information and advocacy and networking). Alternatively, if the Secretariat is to retain all its current functions, then it would need to be better resourced, in particular to address the areas the 10YFP has fared less well in and are critical to achieving an impact: (i) Resource mobilization – to increase reach and frequency of engagement with potential funders, develop proposals and operationalise a more diverse funding portfolio alongside the MPTF; and, (ii) country engagement – by enhancing support to the Programmes, fostering greater engagement of NFPs and building partnerships with UN agencies that could support SCP initiatives at national level.

Summary of project findings and ratings

Criterion	Rating
Strategic Relevance	**Highly Satisfactory**
1.Alignment to UNEP MTS, POW and Strategic Priorities	Highly Satisfactory
2.Alignment to Donor strategic priorities	Highly Satisfactory
3.Relevance to regional, sub-regional and national environmental priorities	Highly Satisfactory
4.Complementarity with existing interventions	Satisfactory
Quality of Project Design	Moderately Satisfactory
Nature of External Context	Highly Favourable
Effectiveness	Satisfactory
1.Availability of outputs	Satisfactory
2.Achievement of project outcomes	Satisfactory
3.Likelihood of impact	Moderately Unlikely
Financial Management	**Moderately Satisfactory**
1.Adherence to UN Environment Programmes' financial policies and procedures	Satisfactory
2.Completeness of project financial information	Moderately Satisfactory
3.Communication between finance and project management staff	Moderately Satisfactory
Efficiency	**Satisfactory**
Monitoring and Reporting	**Satisfactory**
1.Monitoring design and budgeting	Satisfactory

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[3] Target 8.4. 'decoupling of economic growth from environmental degradation, in accordance with the 10YFP'. - Both indicators under target 8.4. – material footprint and domestic material consumption are continuing to rise at the global level.

Criterion	Rating
2.Monitoring of project implementation	Highly Satisfactory
3.Project reporting	Satisfactory
Sustainability	**Moderately Likely**
1.Socio-political sustainability	Likely
2.Financial sustainability	Moderately Likely
3.Institutional sustainability	Moderately Likely
Factors Affecting Performance	**Satisfactory**
1.Preparation and readiness	Satisfactory
2.Quality of project management and supervision	Satisfactory
3.Stakeholders' participation and cooperation	Moderately Satisfactory
4.Responsiveness to human rights and gender equity	Moderately Satisfactory
5.Environmental, social and economic safeguards	Satisfactory
6.Country ownership and driven-ness	Moderately Unsatisfactory
7.Communication and public awareness	Satisfactory
Overall Project Performance Rating	**Satisfactory**

Lessons Learned

23. <u>Lesson 1</u>: Sustainable Consumption and Production is central to economic and social development but these links may not be obvious to decision makers and potential funders. It is therefore critical to articulate the benefits of SCP across economic, social and environmental dimensions. SCP requires better coordination, policy coherence and integration across ministries and, crucially, engaging those with key economic and financial portfolios.

24. <u>Lesson 2</u>: The ambition and breadth of the SDGs and SCP make them unattainable without robust partnerships. However, partnerships are challenging and building trust and collaboration takes time. The benefits to both parties need to be clearly articulated and funded for successful implementation.

25. <u>Lesson 3</u>: Resource mobilization needs to be diversified, with shared responsibility across then One Planet Network. Given that it is a specialised and time-consuming activity it needs to be well resourced to maximise chances of success.

26. <u>Lesson 4</u>: Implementation at country level is a large and complex undertaking. Country focused approaches, based on enhanced country and regional level support and activities by the Secretariat, the Programmes and other Network partners, need to be adopted to better reach and support countries.

27. <u>Lesson 5</u>: NFPs are not experts across all aspects of the six 10YFP Programmes and should be supported to play a liaison role, facilitating the Programmes to connect with all concerned Ministries and country and regional level partners

28. <u>Lesson 6:</u> Quality needs to take precedence over quantity in terms of tools and guidance and knowledge curation. This will enable users to quickly identify guidance and best practice case studies tailored to their priority needs, be clear on how they

can be applied in varying country context and have confidence in their suitability and scientific standing.

29. Lesson 7: High level political champions are needed to accelerate a move to SCP, at the country and global level.

30. Lesson 8: Flexibility in terms of hiring service providers through competitive tender and clear and comprehensive technical TOR can reduce inefficiencies and misunderstandings at project implementation.

31. Lesson 9: It is important to manage expectations of partners, including donors, on funding and for the One Planet Network partners to be clear on their role and responsibilities.

Recommendations

32. Based on the findings and conclusions presented by this evaluation, the report presents 11 recommendations for improvement. The recommendations are addressed not only to the 10YFP Secretariat but also to other relevant parties that have a role and responsibility in their implementation.

33. Recommendation 1: To Secretariat: 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 the crises of climate change, pollution, and nature loss and global COVID 19 recovery; (ii) identifying specific areas for intervention.

34. Recommendation 2: To One Planet Network: The Secretariat, Board, Programmes and MPTF Steering Group should hold collaborative discussions on the functions of the Secretariat, as part of a review of overall Governance of the One Planet Network, in the potential second phase of the 10YFP.

35. Recommendation 3: To Secretariat / One Planet Network: 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 diversified approach to financing country level implementation.

36. Recommendation 4: To Secretariat / One Planet Network partners: 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.

37. Recommendation 5: To UNEP Corporate Services: Review implications of sole provider for IT services and benefits of moving towards approved roster of providers or competitive tender process.

38. Recommendation 6: To the Secretariat and UNEP Senior Management: Enhance coordination and coherence across the network and with other UNEP interventions.

39. Recommendation 7: To the Secretariat: Knowledge management should be focused on country needs and priorities supported by an ongoing use of science. The One

Planet Network needs to maintain a standard of excellence, so that only the best tools are promoted, based on expert review.

40. <u>Recommendation 8</u>: To the Secretariat: Communications and outreach should be focused on building awareness and drawing investors to the network to accelerate implementation.

41. <u>Recommendation 9</u>: To the Secretariat: Explore mechanisms for encouraging reporting by Programmes and simplifying the M&R online system.

42. <u>Recommendation 10</u>: To the 10YFP Board, MPTF and the Secretariat: 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 of stakeholder groups within the One Planet Network undertaken.

43. <u>Recommendation 11</u>: To UNEP Senior Management, the 10YFP Board and the Secretariat: Identify champions to enhance profile of SCP at global, regional and country level.

I. INTRODUCTION

44. This Terminal Evaluation (TE) covers the European Commission - Global Public Goods and Challenges (EC-GPGC) funded project "**Enhanced coordination and implementation of the 10 Year Framework and its programmes (10YFP)**", hereafter referred to as the project. The project is part of the EC's support to the 10YFP Secretariat, under the Directorate-General for Environment (DG Environment) and its Programme Cooperation Agreement (PCA) with UNEP[4]. The project is in direct continuity of the EC-ENRTP funded project "Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP) [5]" and straddled the two phases of the United Nations Environment Programme's (UNEP) umbrella project 613.1/ ID 1730 'Secretariat Services and Functions for the Implementation of the 10YFP'.[6]

45. In line with the UNEP Evaluation Policy[7] and the UNEP Programme Manual[8], this TE is being 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, the EC and main project partners. The evaluation has also sought to identify lessons of operational relevance for future project formulation and implementation especially for a second phase of the umbrella project which is now under implementation (PIMS ID 2037). Further it seeks to support thinking on the possible extension of the 10YFP beyond 2022, the date currently set for its expiration. The intended audience for the findings are the Secretariat, the One Planet Network in general and relate programmes and divisions in UNEP.

46. The project is under UNEP's Resource Efficiency and Sustainable Consumption and Production Sub programme. Expected Accomplishments were - cross sectoral scientific assessments, research and tools for sustainable consumption and production and green economy developed, shared, and applied by policy makers, including in urban practices in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including urban practices. Programme of Work (POW) Outputs were - Secretariat services functions fulfilled and related financial and information sharing mechanisms provided to

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[4] Since its establishment, the implementation of the 10YFP has been supported by several donors, including the European Commission (EC).

5 Umbrella project under PoW 613.1, subproject ECL 2J16 implemented from August 2012 to September 2016.

6 The two phases of the umbrella project are: (i) Secretariat services and functions for the 10YFP implementation (2014-2018); (ii) Secretariat services to support the delivery of the 10YFP – Phase 2 (2018-2022), share the same Project ID of 613.1. PIMS 1730, PoW 613.1 includes : (i) EC-ENRTP Project - € 2.2 million / August 2012-2015 extended to September 2016; (ii) EC-GPGC Project - $2.25 million/ 2016-2018 extended to December 2019 (the subject of this TE); and, (iii) UNDA Project- Supporting Developing Countries to Deliver Sustainable Consumption and Production Services at the Country Level - $651,000/ 2015-2017, extended to 2018.

7http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

8 This manual is available online within We Collaborate.

support the delivery of the 10-year framework of programmes on Sustainable Consumption and Production.

47. The Project was implemented globally, across all regions, and 140 countries, by the 10YFP Secretariat, hosted by UNEP under its Resource and Markets Branch (based in Paris) of the Economy Division. The project started in July 2016 and was completed in December 2019, and was implemented in partnerships with lead actors and implementing partners of the 10YFP, UN Agencies and related UNEP projects and programmes. The project's original budget was € 2,250,000, and after a budget revision in May 2019, this increased by €200,000.

II. EVALUATION METHODS

48. The evaluation was undertaken by a lead evaluator and support evaluator, over the period of 8 months (April – November 2020)[9]. The lead evaluator was responsible for the stakeholder consultations and preparation of the Inception, Draft and Final Evaluation Reports. The support evaluator had a focus on the Governance aspects of the project.

49. The TE adopted a participatory approach whereby key stakeholders were kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods were used to determine project achievements against the expected outputs, outcomes and impacts. Close communication with the Secretariat was maintained and information exchange promoted throughout the evaluation process with a view of increasing the utility and ownership of the evaluation findings. Preliminary findings and recommendations were presented to the Secretariat ahead of the preparation of the draft report to encourage discussion and refinement. The draft report was shared with stakeholders and their comments were considered for the finalization of the evaluation report and its recommendations.

50. In light of the current restrictions on travel due to Covid-19, the evaluation was desk based. The findings of the evaluation have been triangulated, based on a review of key documents, extensive verbal consultations via skype / zoom and a survey distributed to the NFPs.

51. A list of documents reviewed as part of the evaluation is provided in Annex II. This review included:

- Relevant background documentation, *inter alia* the GPGC project document, the project document for the umbrella project under PoW 613.1 PIMS ID 1730, relevant UNEP Medium-Term Strategy (MTS) and PoW documents; the MoU between UNEP and the EC, and the Project Cooperation Agreement (PCA) between the EC-DG Environment and UNEP;
- Project design documents; Annual Work Plans and Budgets, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as annual reports submitted to the High-level Political Forum on sustainable development (HLPF), six-monthly progress and financial reports, meeting minutes, and relevant correspondence;
- Project deliverables per component, such as: 10YFP Monitoring and Evaluation Framework, webinar material or reports, outreach materials developed for HLPF 2018, 10YFP implementation Strategy 2018-2022, consolidated UN multi-agency approach defined in the context of the Multi-Partner Trust Fund (MPTF) for SDG 12, 10YFP programme portfolio online data base, Annual report on mid-term using M&E framework produced, reports of meetings, workshops and conferences, E-training package on SCP, survey to 10YFP actors and stakeholders to assess capacity building needs, questionnaire / results of survey on national SCP policies and SDG 12.1 reporting

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[9] The lead evaluation was contracted for 48 days.

materials, best practices on SCP documents and country profiles, scientific insights on SCP to contribute to the strategy 2018-2022, including national hotspot analysis methodology and tool, 10YFP video, global SCP campaign, progress booklet, revised visual identity, evaluation and selection reports of 10YFP Trust Fund, resource mobilization strategy, progress report on implementation of the One Plan for One Planet strategy.

- Other related evaluations including: 10YFP Independent External Review (2018), Terminal Evaluation of the ENTRP-EC project (2017), UNEP TE Switch Asia project, UNEP TE Green Growth Knowledge Platform project, Evaluation of UNEP Resource Efficiency Sub-programme.

52. A list of stakeholders consulted is provided in Annex I. In total 50 people were interviewed via skype / zoom covering the following stakeholder categories:

- Members of the Secretariat[10];
- UNEP Fund Management Officer (FMO);
- EC Task Managers and other donors;
- UNEP's Programme Management Unit responsible for coordinating UNEP-EC projects;
- Project implementing partners, including a sub-group of Board members[11], programme leads and co-leads, 10YFP National Focal Points, partners of the programmes representing key major groups (formerly SFPs) and UN agencies members of the MPTF on SDG12;
- Heads of units working on sustainable consumption and production in UNEP, such as the Consumption and Production Unit and Cities Unit, and UNEP regional leads;
- Project managers and teams for other relevant EC funded projects, such as the SWITCH projects and UNEP led projects such as the Partnership for Action on Green Economy (PAGE) Initiative, the International Resource Panel (IRC), Green Growth Knowledge Platform (GGKP) and the Life Cycle Initiative.
- Relevant resource persons, such as members of the Multi-Stakeholder Advisory Committees (MACs).

53. A survey was administered via SurveyMonkey to all 140 NFPs (in English). The survey elicited 34 either complete or partially complete survey responses (representing 24% of all NFPs), and provides an indication of the NFP's engagement with and views on the Secretariat's functions[12]. It was felt important to gain the insights of the NFPs given the focus of the One Plan Strategy on national implementation and the potential role of the NFPs in achieving this. The responses, which are anonymous, reflect a good regional representation[13]. However, it is not clear how representative the responses are, in the sense that NFPs engaged in One Planet Network were more likely to respond to the survey, and hence the findings are considered to have a self-selection bias resulting in a positive bias in the results.

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10 This covered both past and present Secretariat staff members and consultants over the project period.
11 Note that some of the selected board members have other key roles in the network such as NFPs and/or co-leaders for the 10YFP Programmes.
12 By comparison, the MTE of the 10YFP conducted in 2018 elicited 22 NFP responses, 17.2% of the NFPs at the time.
13 Respondents by region (rounded to nearest 0.5%) are: Africa (20.5%); Asia Pacific (17.5%); Eastern Europe (12%); Latin America and Caribbean (29%) and Western Europe and Other Groups (20.5%).

Given that some members of the network perform more than one role, the skype / verbal interviews covered six people who also serve as NFPs or alternate NFPs in addition to being, for example, members of the Board or Programme Co-lead. The survey for the NFPs is presented in Annex III.

54. The evaluation addresses the **strategic questions** set out in the TOR for the evaluation listed below. These are questions of interest to the project team, UNEP and the EC and to which the project is believed to be able to make a substantive contribution.

- To what extent was the Secretariat able to support the functions of the 10YFP as a result of the contributions of the GPGC project?

- What have been the implications, opportunities and challenges of the reporting structure of the 10YFP Secretariat to the High-Level Political Forum (HLPF)?

- How well is the 10YFP Secretariat positioned within UNEP's programme of work and what should be its optimal position within the organization?

- How can lessons learned from project implementation inform the post-2022 strategy and in that context the last two years of the 10YFP?

- To what extent has project implementation incorporated the lessons learned from previous evaluations and reviews of other 10YFP projects (i.e. the EC-ENTRP project terminal evaluation conducted in March 2017)?

55. Additional core questions identified during the Inception Phase are:

- Is the Secretariat well-structured and enabled to carry out its role? Are any changes needed for it to support the 10YFP going forward? Is there an 'exit point' for the Secretariat or will it always be integral to the network?

- Given that the 10YFP infrastructure was established by the previous project, is there evidence that the pace of implementing the 10YFP has accelerated during the project? What proof is there that results are being scaled up and what has been the Secretariat's role in this?

- How successful has the Secretariat been in mobilizing resources, what have been the challenges and to what extent is the MPTF likely to address these challenges and leverage the resources required to scale up the programme?

- 10YFP / SDG 12 reporting has been streamlined into the One Planet Network website. How well is this working? What are the challenges and how can it be improved?
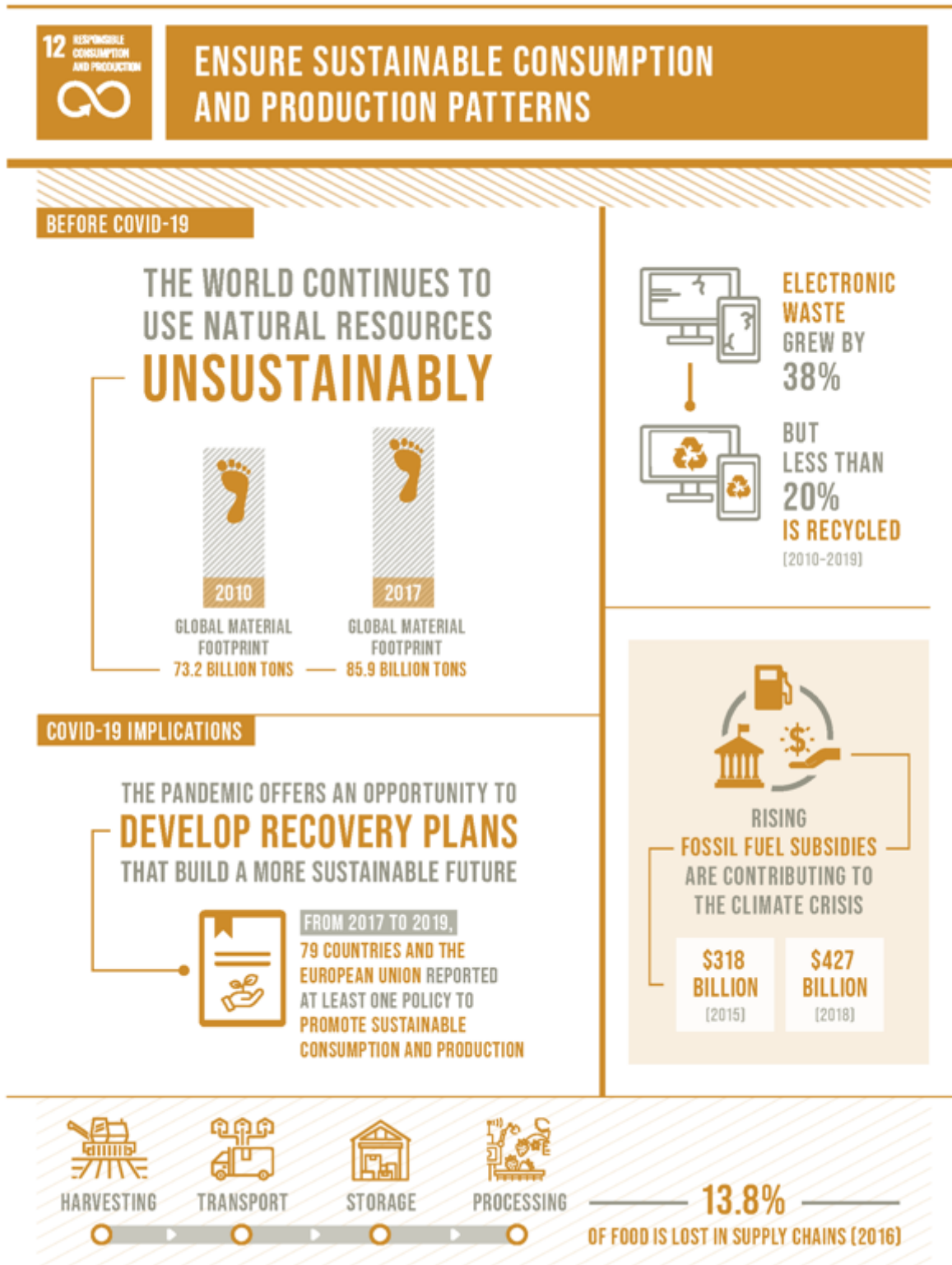
III.   THE PROJECT

A.   Context

56. Addressing current unsustainable patterns of consumption and production is an imperative for the achievement of sustainable development in an increasingly resource intensive world. Currently, over 60 percent of ecosystems and their services upon which we rely are degraded, overexploited or already lost. Human population is projected to be 9.5 billion by 2050, while about 1.2 billion people currently live in extreme poverty and deprivation. Unsustainable consumption and production patterns are increasing water and air pollution, including greenhouse gas emissions, land and forest degradation, waste generation and the use of harmful chemical substances. Current pressures on the planet's natural resources, life support systems and eventually human beings will increase with population and economic growth, unless consumption and production patterns become more efficient, less polluting and more respectful of the environment and people.

57. Shifting towards Sustainable Consumption and Production (SCP) has been increasingly recognized as a necessary condition for sustainable economic growth and prosperity[14]. SCP has become well embedded in the global agenda for sustainable development since the adoption of Agenda 21 and the establishment of the 10 Year Framework of Programmes on SCP Patterns (10YFP) at the United Nations Conference on Sustainable Development (Rio+20)[15] in 2012. Following Rio+20, UNEP was mandated to serve as the Secretariat of the 10YFP on SCP and to establish and administer a Trust Fund (TF) to support the implementation of SCP practices in developing countries and economies in transition.

58. A major milestone for the 10YFP was the inclusion of a standalone goal on SCP, SDG12 on Ensure Sustainable Consumption and Production patterns, in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. Furthermore, the 10YFP mandate is enhanced through SDGs' Target 12.1 which is to "implement 10YFP".

59. Significant on-going support is needed to meet SDG 12 targets given the slow progress being made and the backwards trend on some targets (Figure 1) as well as on target 8.4[16].

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14 Modelling by UNEP has suggested that 'green growth' would become faster than that under a 'business-as-usual (BAU)' scenarios, if proper account was taken of the growth-harming environmental damage associated with BAU scenarios, UNEP, 2011.
15 The future we want, A/CONF.216/5.
16 Target 8.4. 'decoupling of economic growth from environmental degradation, in accordance with the 10YFP'. - Both indicators under target 8.4. – material footprint and domestic material consumption are continuing to rise at the global level.

Figure 1: Progress on SDG 12

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

BEFORE COVID-19

THE WORLD CONTINUES TO USE NATURAL RESOURCES **UNSUSTAINABLY**

2010
GLOBAL MATERIAL FOOTPRINT
73.2 BILLION TONS

2017
GLOBAL MATERIAL FOOTPRINT
85.9 BILLION TONS

ELECTRONIC WASTE GREW BY **38%**

BUT LESS THAN **20% IS RECYCLED**
(2010-2019)

COVID-19 IMPLICATIONS

THE PANDEMIC OFFERS AN OPPORTUNITY TO **DEVELOP RECOVERY PLANS** THAT BUILD A MORE SUSTAINABLE FUTURE

FROM 2017 TO 2019, **79 COUNTRIES AND THE EUROPEAN UNION** REPORTED AT LEAST ONE POLICY TO PROMOTE SUSTAINABLE CONSUMPTION AND PRODUCTION

RISING **FOSSIL FUEL SUBSIDIES** ARE CONTRIBUTING TO THE CLIMATE CRISIS

$318 BILLION (2015)

$427 BILLION (2018)

HARVESTING   TRANSPORT   STORAGE   PROCESSING   **13.8%** OF FOOD IS LOST IN SUPPLY CHAINS (2016)

Source: Agenda 2030- Global Sustainable Development Report 2020

B.   Objectives and components

60. The Project's main **objective** was to support the strategic, action-oriented and coherent delivery of the 10YFP support for the shift towards SCP patterns at all levels, through continuous and strengthened secretariat functions and services.

61. The project's one main **outcome**, as stated in the project's Logical Framework, was to fulfil the 10YFP Secretariat services and functions and provide related financial and information sharing mechanisms to support the delivery of the 10YFP on SCP. To achieve this outcome, the project envisaged six components and six outputs, presented in Table 1.

Table 1: Project components and outputs

Components	Outputs
Component A. Ensuring transparent and inclusive coordination of the 10YFP in the context of the 2030 Agenda for Sustainable Development	A. International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 agenda
Component B. A coherent, coordinated and inclusive development of the 10YFP Programmes for achieving collective impact	B. 10YFP Programmes coordinated in a coherent and synergetic way
Component C. 10YFP services are provided to stakeholders, strengthening institutional capacities and supporting the mainstreaming of SCP	C. Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP
Component D. Bringing evidence and science-based knowledge for SCP to monitor progress	D. Scientific case for SCP strengthened and SCP knowledge base increased and disseminated
Component E. SCP knowledge sharing, cooperation and outreach, increasing the visibility of the 10YFP	E. The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders including: Private sector, government, media, civil society, general public, UN system.
Component F. Mobilizing resources for the 10YFP and its Trust Fund	F. Resources for the 10YFP and its trust fund are administered and further mobilized

C.   Stakeholders

62. The purpose of stakeholder analysis in the context of the TE is to: (i) understand which individuals or groups are likely to have been affected by, or to have affected the activities of the project; (ii) ensure that the evaluation methodology includes mechanisms for the participation of key stakeholder groups in the process; and, (iii) enable the evaluation to identify and make use of key channels of communication between the project and its stakeholders (and between the stakeholders themselves). An overview of stakeholder groups and their role in the project is presented in Table 2.

63. At start of the project more than 500 stakeholders were engaged in the 10YFP activities and programmes as *key implementing partners*; there are now around 700 stakeholders. The role of these 10YFP stakeholders ranges from providing guidance,

assisting with capacity building and implementation, participating in reviews, meetings and outreach activities.

64. The project was to build on its existing network of stakeholders, built up through the previous project, including: governments (local and national) mainly through National Focal Points and Ministries of Environment; international and regional organizations, UN Agencies, regional and sub-regional SCP councils and intergovernmental organizations, centres of expertise on SCP, researchers and scientific community, private sector organizations and civil society organizations.

Table 2: Overview of stakeholder groups and role in Project

Stakeholder group	Levels of influence and interest over the project outcomes
Donors	The project was financed by the EC and received co-financing by Switzerland and Sweden. The current MPTF donors are Germany and Denmark[17]. Sweden is co-financing the current follow-up project
HLPF on Sustainable Development	Provides high level political support to the One Planet Network. It has a key role in the delivery of SDGs, specifically SDG12 in relation to the project. The 10YFP Secretariat reports annually to the HLPF.
10YFP Board	Political influence at regional and country level Composed of 10 Member States elected for a two-year term (i.e. two members from each UN regional group).
UNEP	UNEP hosts the Secretariat (although the Secretariat operates independently). The One Planet Network is closely aligned with UNEP's PoW (2014-2017 and 2018-2021) and has strong synergies with projects under a number of its sub-programmes (Resources Efficiency and SCP, Environmental Governance and Environment Under Review). The UNEP regional office were to support implementation of the 10YFP.
UN Agencies 10YFP UN Inter-agency Coordination Group (IACG)	The Inter-Agency Coordination Group (IACG) of the 10YFP/One Planet network aims at ensuring cooperation and coordination within the UN system for the implementation of the One Plan for One Planet strategy. Its main objectives are: greater visibility and awareness within and outside the UN of the 10YFP as a key Rio+20 implementation mechanism; enhanced coherent inter-agency support for the implementation of the programmes and goal and functions of 10YFP in general (including enhanced information sharing and coordination among UN bodies to support governments and other stakeholders' efforts on shifting to SCP patterns and conducting joint research). The IACG currently consists of more than 20 organisations, including: UNCTAD, UNDESA, UNDP, UNECLAC, UNEP, UNESCAP, UNESCO, UNESCWA, FAO, UN Habitat, UNICEF, UNIDO, ILO, ITC, UNOPS, UNU, UN Women, UNWFP, UNWTO, UNECE, UNITAR.
Six thematic 10YFP Programmes	Programmes are at the heart of the 10YFP. They are important mechanisms to meet the goals and principles of the 10YFP, responding to national and regional needs, priorities and circumstances. The programmes aim to act as platforms for multi-stakeholder dialogue, encouraging the involvement of all relevant stakeholders and joint-implementation. They bring together actors, expertise and resources to deliver SCP by building synergies and cooperation, bringing together existing initiatives, leveraging them towards common objectives, scaling up and replicating best practices. In order to reduce fragmentation and provide key guidance and solutions for the shift to SCP, the programmes have adopted a partner-based portfolio approach. Each programme is led by 1-2 governments, international NGOs or scientific/technical institutions who provide strategic direction to the programmes and guiding their day-to-day

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[17] Contributions were made towards the end of 2019 and disbursed outside of the project timeframe in 2020.

	work. Each programme also involves a Multi-stakeholder Advisory Committee (MAC), consisting of 20-25 organisations with technical expertise, which plays a key role in leveraging the skillsets and interests of diverse organisations towards the achievement of common objectives. A larger network of partners within the programmes share expertise, contribute to specific projects and joint initiatives of the programme, and report annually on their progress towards SCP.
NFPs	National Focal Points (NFPs) are nominated by Governments "for engagement with the 10-year framework of programmes, with a view to ensuring contact and coordination with the board and the secretariat" (A/CONF.216/5 - paragraph 4.d). There are currently 140 NFPs, mostly from the Ministry of Environment, but also include members from Foreign Affairs, Development, Economics, Trade, Agriculture, Industry and Tourism ministries. NFPs are key to the uptake of SCP policies and practices in their country, channelling the products of the 10YFP to different ministries and stakeholder to facilitate the mainstreaming of SCP in line with national priorities. They also have a role in developing projects and initiatives contributing to the 10YFP implementation and fund raising.
Stakeholder Focal Points	At project design, the Secretariat was supporting the nomination process for 10YFP Stakeholder Focal Points across the 9 UN Major Stakeholder Groups (farmers, women, the scientific and technological community including academia and research, children and youth, indigenous peoples, workers and trade unions, business and industry, non-governmental organizations, and local authorities), *and* the expansion to other stakeholder groups not involved at that stage (including local communities, volunteer groups and foundations, migrants and families as well as older persons and persons with disabilities). The individual stakeholder focal points were to play the role of connector between countries, communities and the 10YFP Secretariat. Designation of SFPs at the regional level was also proposed to allow the 10YFP Secretariat to have a more active engagement in the regional activities and meetings, and provide more ownership to stakeholders on the regional initiatives and partnerships. During project implementation this approach was adapted. It was decided that the SFPs would be incorporated into the six thematic programmes which would allow them to tailor activities to address the needs of the communities that they represent and serve as a potential mechanism for ensuring that gender and under-represented/marginalized groups are mainstreamed into SCP. That is, the major groups were to be represented by the partners of the 6 Programmes.

D.   Project implementation structure and partners

65.   The Project was implemented by the Secretariat, hosted by UNEP under its Resource and Markets Branch (based in Paris) of the Economy Division (DTIE). Close cooperation with UNEP's Regional Offices was planned to support the 10YFP programme implementation. Regional offices were to ensure strong coordination with other key regional SCP mechanisms and initiatives (e.g. Regional Roundtables in Africa, Asia Pacific and the Arab region, Latin America and the Caribbean Regional Council of Government Experts on SCP, Partnership for SCP in Africa, SWITCH Asia, Switch Med and SWITCH Africa).

66.   The 10YFP is a platform and network for bringing together actors, initiatives, expertise and resources to deliver SCP[18]. The overall 10YFP organizational structure, presented in Figure 2, is comprised of:

- A **Secretariat**, responsible for coordinating the transparent, inclusive and effective implementation of the 10YFP, including its Trust Fund and corresponding projects/grants.

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[18] 10YFP Secretariat: 10YFP Executive Meeting 17th of May 2017 – Paris, Meeting summary and recommendations. May 2017.

- **The Inter-governmental Board,** composed of 10 Member States nominated for a two-year term by their respective UN regional groups[19], with two members from each UN regional group[20]. The responsibilities of the Board include promoting the 10 year framework of programmes, guiding the Secretariat, assisting the Secretariat to secure funding, overseeing operation of the trust fund, reporting annually to ECOSOC and convening international and regional meetings (A/CONF.216/5 (paragraph 4.b). Board members represent their respective UN regional groups in the context of the 10YFP. Board members are encouraged to consult and engage the NFPs of their regions, especially in preparation of key meetings at global and regional level[21].

- **UN Interagency Coordination Group** established on a voluntary basis and with the participation of all relevant UN entities[22].

- **National Focal Points (NFPs)**, nominated by Member States with the objective of ensuring contact and coordination with the 10YFP Board and the Secretariat, and to support the 10YFP implementation (by the end of 2019, 140 countries had nominated their national focal points and alternates). The proposed roles for the NFPs include[23]: supporting the vision and objectives of the 10YFP, sharing information and supporting coordination on SCP within the country ministries and stakeholders, developing projects and initiatives contributing to the 10YFP implementation (including facilitating country's participation) and actively pursuing SCP implementation efforts at country level.

- **Stakeholder Focal Points (SFPs)**, representing nine major groups at the global and regional levels, and acting as an effective channel for communications and engagement between the 10YFP, including the Secretariat and the Board, and their constituencies. During project implementation, it was decided to integrate the SFPs into the six programmes, to avoid setting up a parallel system.

- A **Member State body** to receive reports from the Secretariat and the Board of the 10YFP. As per Resolution 67/203 of the UN General Assembly (UNGA) at its 67th session, the UN Economic and Social Council (ECOSOC) would serve as the ad interim Member State body that receives reports from the Secretariat and Board. This settlement was revised after resolution 70/299 of the 70th session of the UNGA[24] in 2016, which emphasized the central role to be played by the High-Level Political Forum (HLPF), under the auspices of the ECOSOC, in following up and reviewing the implementation of the 2030 Agenda. Consequently, the HLPF was designated as the Member State Body responsible for receiving reports from the Secretariat and Board.

- **Six 10YFP thematic and sectoral programmes**, led by UNEP, Member States and/or key partner entities, aimed at promoting and implementing SCP at national and local level by bringing together existing initiatives and partnerships working in similar areas, building synergies and cooperation between stakeholders to leverage resources towards mutual objectives and minimizing duplication of effort. In addition to the

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[19] The regional groups are groups of representatives of Member and observer States by geographic region, based in New York, that meet for the purposes of discussion, usually in connection with specific questions being addressed within the intergovernmental bodies. This includes: the Group of African States, the Group of Asian States, the Group of Eastern European States, the Group of Latin American and Caribbean States, and the Group of Western European and Other States.

[20] Resolution 67/203, the 67th session of the UN General Assembly (UNGA).

[21] Terms of Reference for Board members are available at: https://www.oneplanetnetwork.org/sites/default/files/10yfp_board_-tor_adopted_oct2013_021013final_2.pdf

[22] The 10YFP Inter-Agency Coordination Group gathered 19 UN entities on the date of its first meeting on 21-22 May 2013. The IACG remains an open group and more entities of the UN system are expected to join at a later stage.

[23] https://www.oneplanetnetwork.org/10yfp-national-focal-points

[24] https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/299

leadership entities for each 10YFP programme, a **Multi-stakeholder Advisory Committee (MAC)** was established for each programme, composed of up to 25 entities (governments and other stakeholder organizations). The programmes were foreseen as important platforms for multi-stakeholder dialogue and joint-implementation, and mechanisms to meet the goals and principles of the 10YFP, responding to national and regional needs, priorities and circumstances.

Figure 2: Organigram of the Project with key project stakeholders
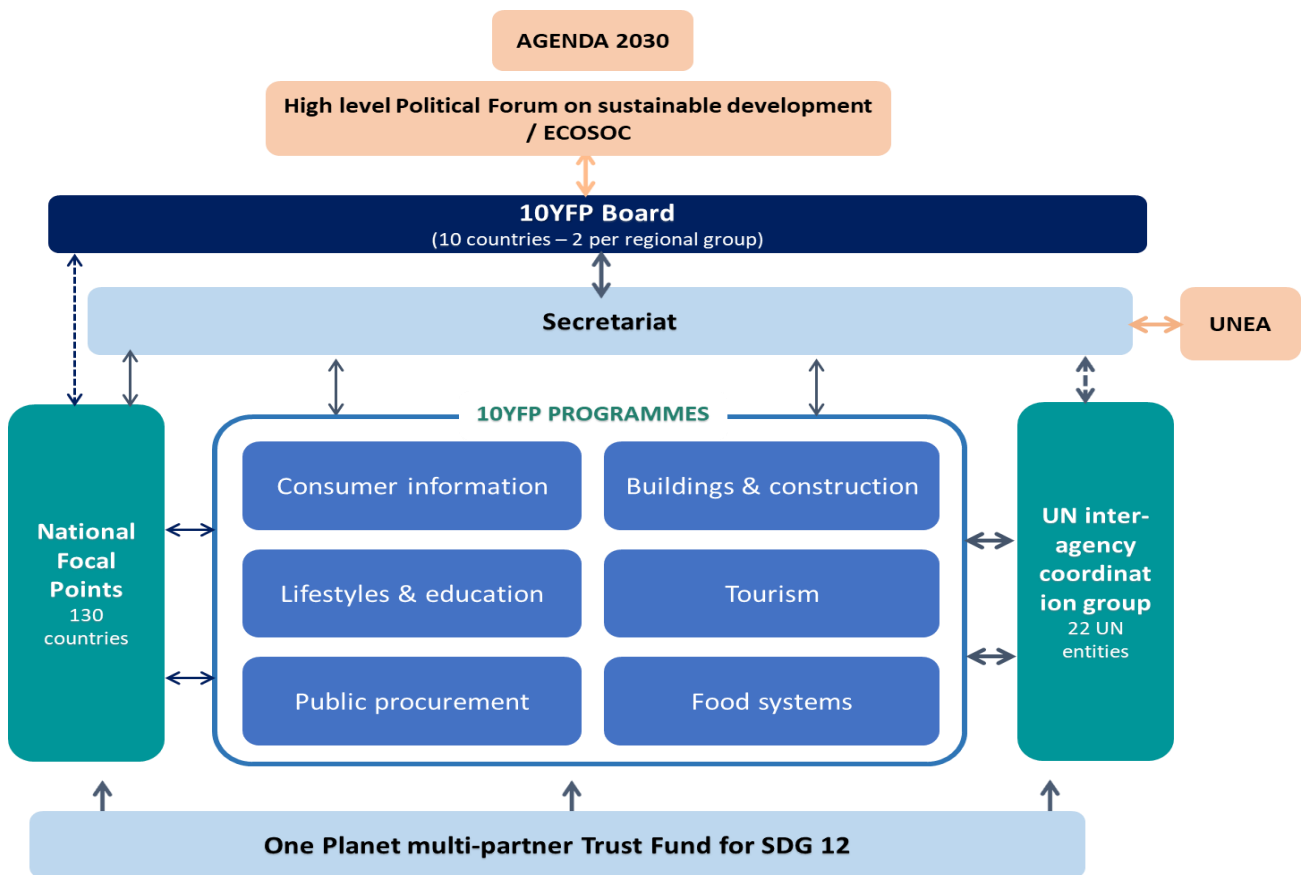
Source: GPGC 10YFP Extension to December 2019 project document

Notes: Since the extension of the project in 2019, National Focal Points have increased from 130 to 140.

67. 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 fulfilment of the functions of the 10YFP, maintain an active list of current programmes and initiatives of the 10YFP, organize relevant meetings, prepare reports and report biannually to ECOSOC. The role of the Secretariat has been 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 (UN Environment, 2017).

68. In 2016, shortly before the project started, the Secretariat went through an internal restructuring, whereby it moved from being organized according to the six thematic SCP programmes to being organized under six work-streams - Resource Mobilization, Trust Fund Administration, Communications, Monitoring and Reporting, Knowledge Management and Policy and Mainstreaming. The Secretariat currently has the following human resources at its disposal; 1 Head, 4 Professional staff, 2 General Service staff, 3 consultants and 2 interns. The organization structure of the Secretariat is provided in Figure 3.

Figure 3: Organization structure of the Secretariat
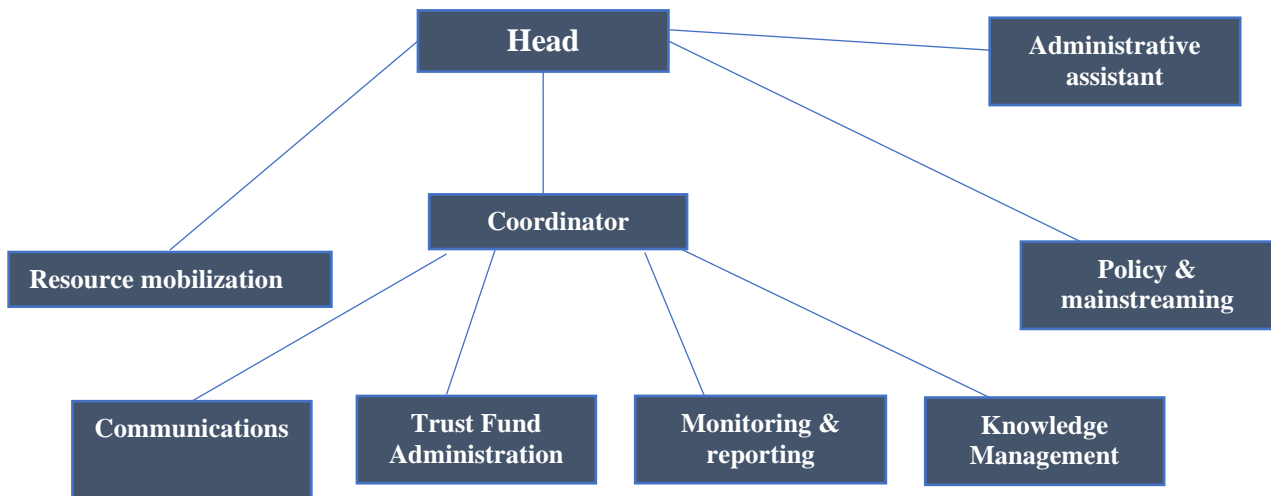
Source: 10YFP Secretariat
Note: In 2019, policy and mainstreaming was combined with knowledge management, under the coordinator.

69.   Of note, the 10YFP went through a rebranding following its mid-term review in 2018, and is now known as the One Planet Network. Its formal name - 10YFP, and outreach name - One Planet Network are used interchangeably in this report. Similarly, the Global SCP Clearing House, the knowledge management hub of the 10YFP, is now known as the One Planet website.

E.   Changes in design during implementation

70.   Project implementation was originally envisaged for 24 months, from July 2016 to June 2018. The project however went through two revisions - the first in 2018 with the request for a no-cost extension until June 2019, and the second in May 2019 with the €200,000 cost-extension request, extending project implementation until December 2019. On both occasions, the project's activities and milestones under each output/component were revised to reflect the progress made and add new activities/achievements (*see* Table 3). Figure 4 provides an overview of the key project milestones.

Figure 4: Timeline of key project milestones
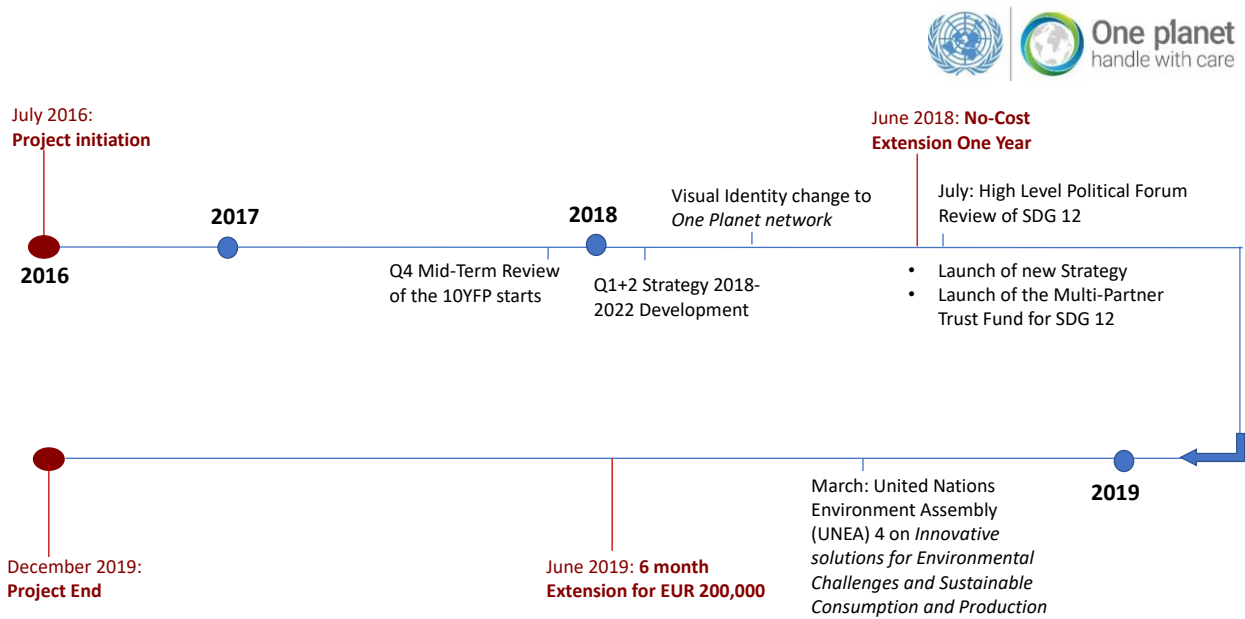
Source: 10YFP Secretariat

71. The Secretariat regarded 2018 as a pivotal year in the 10YFP's development with the finalization of the mid-term review, the launch of the new strategy 2018 -2022 (Box 1) and the launch of the Multi-Partner Trust Fund (MPTF) at the HLPF in July 2018.

Box 1: The One Plan One Planet Strategy 2018-2019

'One Plan for One Planet' five-year strategy 2018-2022 (available here) built on the mid-term review and was developed through a consultative process, designed to build ownership. A strategy Task Force was established to develop the strategy, chaired by Finland. It included one focal point from each stakeholder focal group and was facilitated by the Secretariat. The 'One Plan for One Planet' strategy was adopted by the Board and launched at the High-Level Political Forum on Sustainable Development in July 2018. The strategy aims to support countries deliver SDG12 and its objectives are to: (i) be an effective SDG 12 implementation mechanism; (ii) catalyze action by providing tools and solutions for SCP; (iii) lead a cohesive implementation of SCP; and, (iv) demonstrate impacts of SCP and its key role in addressing key challenges.

The strategy puts an emphasis on supporting *national* implementation of SDG12, with a focus on "SCP-ready countries". The level of SCP country readiness relates to: (a) the existence of national SCP-relevant policies, including SCP National Action Plans; (b) key priorities and sectors identified in such policies; (c) existing inter-ministerial coordination mechanism; and (d) One Planet members located in the country. As part of its support to countries on SCP policy development, prioritization and implementation, the Secretariat seeks to leverage the expertise of the One Planet network programmes and key partners, such as the Life Cycle Initiative and the International Resource Panel and promote tools such as the SCP Hotspot Analysis Tool.

The six programmes are developing their specific strategic plans based on the overall Strategy, which will include sector specific standards, criteria, guidelines, tools and methodologies to help support countries in the implementation of SDG 12.

Strengthening the Trust Fund was identified as a key factor in achieving the 'One Plan for One Planet' strategy. In line with the multi-agency UN approach to SDG 12, the 10YFP Trust Fund transitioned into the One Planet Multi-Partner Trust Fund (MPTF) for SDG 12. It is a joint Fund with six UN agencies engaged in the One Planet network: UN Environment Programme, UN Development Programme, the Food and Agriculture Organization, the UN World Tourism Organization, UN-Habitat and the UN Office for Project Services, supported by the UN Multi-Partner Trust Fund Office. Building on the experience of Phase 1 of the Trust Fund, the MPTF aims to catalyze delivery of SDG 12, bringing sustainable consumption and production implementation to the next level in terms of scale and impact.

72. The **mid-term review** (MTR) was composed of three distinct but interlinked components: a) a review of 10YFP progress 2013-2017, based on the 10YFP Indicators of Success framework; b) an independent external review of the 10YFP; and, c) the development of the 10YFP strategy for the period 2018-2022. The MTR acknowledged the 10YFP and the network formed for its implementation as key elements with the potential to be transformational, which had been bolstered by the inclusion of Goal 12 in the 2030 Agenda on Sustainable Development. The MTR also found that: (i) while the concept behind the 10YFP is highly relevant, the proof of scale-up as a result of the Framework's action is lacking; (ii) despite the numerous outputs and activities it has generated (including knowledge resources and technical tools), the application and implementation of these remained limited and the impact of the Framework fragmented or unrecognized; (iii) the 10YFP process has not yet reached the stage of creating a remarkable momentum mobilizing significant national and international actors in support of SCP, nor of generating a notable political will; (iv) while some of the Programmes had succeeded in building global partnerships across specific sectors and themes, this trend needed to continue to grow and cut across the full range of SCP; (v) the Framework benefited from funding and in-kind support from some countries and institutions but had not been able to "penetrate the real business", in particular in engaging the private sector, industry, business and finance; and, (vi) the involvement of civil society seemed limited to some activities in the six Programmes of the Framework.

73. The first no-cost extension in June 2018 was justified on the basis that it would enable the project to: (i) help ensure that the **10YFP MTR**, which was ongoing, was completed and that its strategic recommendations for the next phase of the 10YFP were integrated by the network; (ii) facilitate the development of the **10YFP strategy 2018-2022,** which was underway supported by the 10YFP Strategy Task Force[25] (established as part of the project), and its coordinated roll-out to the entire network through focused and continuous support during its first year; and, (iii) support a strengthened positioning and visibility of the 10YFP at the key sessions of the **High Level Political Forum (HLPF) in 2018 and 2019**. It was envisaged that the strategy would be launched at the **HLPF in July 2018**, which included a review of SDG 12 and was thus an optimal platform to raise visibility of the 10YFP. The 2019 session of the HLPF on Sustainable Development was to be convened under the auspices of the General Assembly, enabling decisions to be made at the forum to strengthen the implementation of Agenda 2030. These HLPF sessions required significant preparatory efforts for the 10YFP to be successfully recognized as the implementation mechanism of SDG 12 and enabler of Agenda 2030.

74. The 2018 no-cost extension included the following specific revisions to the logframe:
   - The inclusion of additional milestones for 2018 and 2019, in line with the terms of reference for the Mid-term review and terms of reference for the development of 10YFP

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[25] The Secretariat was responsible for forming the Strategy Task Force (STF). It consisted of 15 members: a representative NFP per regional group (5 members), a representative per programme (6 members); a representative of the interagency coordination group; a donor representative, a UN Environment representative; and the 10YFP Secretariat. The STF was established to support the development of the strategy and ensure consultation across the network through its representative members.

strategy 2018-2022, and the approach for the next strategy which were under development.

- The modification of expected milestone delivery dates related to the Mid-term review to reflect the new 2018 completion dates as approved by the 10YFP Board
- The targets of indicators that have been achieved to date were increased, to reflect the ongoing activities over the additional year.
- The replacement of the initially international mid-term conference with outreach activities at the HLPF 2018 and 2019, as recommended by the 10YFP Board (May 2017) and 10YFP actors.
- The integration of lessons learnt and key recommendations of the evaluation in the 10YFP mid-term review and strategy development processes, as reflected by the Terms of Reference of the Mid-term independent external review.

75. The second extension (from June to December 2019) was to enable the Secretariat to: (i) continue to support the roll-out the strategy, facilitating the programmes and the network's support to countries to implement their SCP policies, including through the use of the SCP hotspot analysis tool; (ii) advance the consolidation of the new multi-agency UN approach to SDG 12 and strengthen the value proposition of the One Planet Multi-Partner Fund, leveraging the opportunity of the reform of the UN development system; (iii) capitalize on the opportunity of two key sessions of the HLPF in 2019. The first in July 2019, under the auspices of Economic and Social Council (ECOSOC) for the review of selected SDGs including SDG 8, which includes the 10YFP as target 8.4. The second in September 2019 under the auspices of the General Assembly to assess progress achieved since the adoption of the full 2030 Agenda, and consider decisions to strengthen the implementation of SDG 12. As discussed above, these meetings were a key opportunity to demonstrate the importance of SCP for inclusive economic growth, highlight the UN multi-agency partnership for SDG 12 and gain political and financial support. The six-month cost extension in June 2019, was to support three specific workstreams: Component A: Ensuring transparent and inclusive coordination of the 10YFP in the context of the 2030 Agenda for Sustainable Development; Component D: Bringing evidence and science -based knowledge for SCP to monitor progress; and, Component E: SCP knowledge sharing, cooperation and outreach, increasing the visibility of the 10YFP.

76. Specific changes to the Logical Framework were: (i) the inclusion of additional milestones for December 2019 at outcome level and for components A, D and E; (ii) relevant targets were increased to reflect ongoing activities over the six months; and, (iii) the budget was modified to include the additional €200 000.

F. Project financing

The project, which had an original budget of €2,250,000, was funded by the EC under the Global Public Goods and Challenges (GPGC) Thematic Programme. A budget revision took place in May 2019, increasing the budget by €200,000, leading to an overall budget of €2,450,000. The project funding supported the function of the 10YFP Secretariat, not the whole network (i.e. the six Programmes).

IV. THEORY OF CHANGE AT EVALUATION

77. 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 also depicts 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/influence) or assumptions (when the project has no control).

78. The project document neither provides a ToC nor specifically makes reference to the ToC of the Umbrella project and has therefore been formulated as part of the inception phase of the TE (Figure 5). The draft ToC takes into consideration the ToCs of the two UNEP Umbrella projects the project spans (i.e. Secretariat services and functions for the 10YFP implementation (2014-2017) and Secretariat services to support the delivery of the 10YFP – Phase 2 (2018-2021)) and the reconstructed ToC presented in the TE of the previous EC-ENRTP funded project (2012-2016). It also builds on the project's Project Document and Logical Framework and aims to ensure consistency with the ToC set out in the One Plan One Planet Strategy, 2018-2022.

79. A project's **outputs** relate to the availability of new goods and services to intended beneficiaries, and /or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019). For this project they relate to the key services provided by the Secretariat, namely co-ordination, capacity building, strengthening the scientific evidence and knowledge base, global communication and outreach activities and resource mobilization. The project's five outputs are specified in the project's Logical Framework and align with the project's components as described above in Table 1. However, some of the output statements in the Logical Framework do not fully align with the UNEP definition of an output and have therefore been reformulated as shown in Table 3 and Table 4.

80. In addition, the evaluation identified two additional outputs that are influenced by the Secretariat's key services, but do not depend solely on the Secretariat's work. Output 6 'SCP demonstration projects are financed, implemented by Programmes and partners, and show the benefits of SCP' is influenced by the Secretariat's resource mobilization efforts (Output 5), while Output 7 'One Planet Network members have an increased awareness & understanding of the benefits of SCP patterns' is influenced by Outputs 4, 5 and 7. While these outputs were not part of the project's logical framework, the evaluation found them to be important elements in the causal pathway of change to achieve the Project Outcome and the Intermediate States.

81. The project outputs are achieved through a range of activities as set out in Table 3. For the activities in the original project document (shaded in grey in Table 3), the numbered activities relate to the activities listed in the table in section 7 (Project work-plan) of the project document while a number activities are based on the

supporting text in section 3 of the project document. New activities were added when the project was extended in 2018 and 2019, and described in the updates to the project document.

Table 3: Overview of Activities by Output

Activities in original project document	Activities added at 2018 no-cost extension	Activities added at 2019 cost extension

OUTPUT	ACTIVITIES
A) International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 Agenda **Reformulated**: 10YFP stakeholders united across a common strategic vision and approach aligned with the 2030 Agenda	1/ Continuing and strengthened engagement of the **10YFP inter-governmental board** (a) Coordination, liaison and communication services provided to the Board of the 10YFP to support its strengthened engagement, organizing annual face-to-face 10YFP Board meetings and facilitating board member's participation in 10YFP international and regional events; (b) Periodical briefings on progress on the 10YFP and its programmes, virtual conferences bringing together Board members, National Focal Points, 10YFP programmes, and partners, as relevant; c) Preparation of an annual report to be submitted by the 10YFP Board to the ECOSOC / HLPF in close cooperation with all actors of the 10YFP.
	2/ Increased **coordination across the UN system for the delivery of the 10YFP** (i) Mapping of projects and initiatives across the UN system relevant to SCP and the 10YFP, knowledge sharing in the context of the Agenda 2030 on Sustainable Development (ii) Disseminating information, including through the Global SCP Clearinghouse. (ii) At least one face-to-face meeting of the 10YFP Inter-Agency Coordination Group organized, focusing on mainstreaming SCP / 10YFP across the UN system and joining forces for implementation.
	***Further consolidation of a UN multi-agency approach and a strengthened value proposition of the Multi-Partner Trust Fund for SDG 12**. For example through (i)* Elaboration of a compelling narrative for the interagency approach to SDG 12 that can be used for gaining high-level political and financial support. (ii) A strategic planning meeting of high-level representatives of the UN agencies for them to lead and showcase the inter-agency partnership.
	3. **High quality reporting and review process t**o demonstrate the added value and effectiveness of the 10YFP and lead to the definition of strategic orientations for the second phase of 10YFP implementation (i) Development and dissemination of communication materials promoting progress achieved on SCP and under the 10YFP; (ii) **organization of the mid-term review conference** of the 10YFP end 2017 envisaged to include high-level attendance and participation; (iii) Facilitating follow up activities to operationalize the outputs of the mid-term review, including the 10YFP implementation strategy for 2018-2022.
	The Mid-term Review of the 10YFP. A report of the 10YFP at mid-term will be issued and disseminated at the High Level Political Forum on Sustainable Development, in the context of the review of SDG 12.
	A strategy 2018-2022 developed with the support of a strategy task force which reflects the multi-stakeholder character of the 10YFP. The 5 year strategy will define a common vision and outline common objectives, strategic principles and approaches across the Network. It will build on the progress of the previous 5 years and the comprehensive stocktaking at mid-term, to deliver the long-term vision
	Outreach and visibility activities at the High Level Political Forum on Sustainable Development. The review SDG 12 at the High Level Political Forum in July 2018 will be used as a key platform to share progress of the 10YFP at mid-term and to launch new initiatives. The High Level Political Forum on Sustainable Development in 2019 convened under the auspices of the General Assembly, as a key opportunity to consider decisions that strengthen the implementation of SDG 12 and further support SDG 12 as an integrated strategy for Agenda 2030
	A coordinated roll-out of the strategy to the network to ensure its integration and implementation by the different groups of the 10YFP, including facilitating and supporting key recommendations for the implementation of the new strategy 2018-2022.

OUTPUT	ACTIVITIES
B) 10YFP programmes coordinated in a coherent and synergetic way **Reformulated:** Enhanced co-ordination of the Programmes, building on the One Planet Network Strategy, M&R system and other coordination mechanisms	1/ Development and maintenance of the consolidated 'portfolio' of 10YFP activities
	2/ Organization of an annual 'inter-programme' strategic meeting
	3/ ~~Organization of joint sessions with the **International Resource Panel**~~ [*Cooperation with the International Resource Panel (IRP) with a view of transferring the knowledge and assessments produced by the IRP to the 10YFP programmes and translate them into practical experience, including, for example, through joint sessions organized on the occasion of 10YFP international or regional meetings (PD, 2019)]*
	4/ Development of a **Monitoring, Reporting and Verification (MRV) system** or integrated Assessment framework and indicators
	5/ Producing an annual report on the implementation of the 10YFP programmes
	Building on the strategy 2018-2022 a number of collaborative initiatives will be supported. This *may* include the strengthening of the programme portfolios and matchmaking between programmes, strengthening the engagement of partners and the identification of leading partners in key topics, including among governments, collaboration on key cross-cutting topics.
	Organizing the Executive Committee meeting of the 10YFP, which will gather members of the Board, the programme leads and coordination desks, the UN interagency group and the strategy task force. The Executive Committee meeting will review and strengthen the coordinated implementation of the new strategy.
C) Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP **Reformulated** : Increased access by 10YFP stakeholders to technical assistance and capacity building for SCP mainstreaming	1/ Servicing and capacitating SCP regional mechanism and the 10YFP National Focal Points
	2/ Facilitating regional 10YFP multi-stakeholder meetings in Africa, Latin America and the Caribbean, Asia and the Pacific and SIDs and other regions is applicable
	3/ Organisation and facilitation of thematic webinars and workshops for 10YFP National and Stakeholder Focal Points
	4/ National roundtables and capacity building workshops
	Seek opportunities for rapid scale up of activities contributing to the 10YFP programmes in countries, based on existing activities of the government and other stakeholders, exploring the possibility of bringing together existing fragmented activities and supporting countries in the consolidation of their SCP policy package;
	Provide guidance and support to countries on how to promote their national policies and initiatives on SCP as a specific contribution to the implementation of the 10YFP, in a view of better coordinating and communicating about their domestic efforts and investments, including on the occasion of the HLPF and other global or regional fora;
D) Scientific case for SCP strengthened and SCP knowledge base increased and disseminated [1]	1/ Conducting the 10YFP Global Survey on National SCP Policies and Initiatives in 2017
	2/ Developing cases studies and communications materials base on activities / projects implemented by the programme and under the !0YFP Trust Fund.
	Coordinate SDG 12.1.1 official reporting, based on lessons learned from previous surveys and pilot reporting exercise, engaging and providing guidance to the 10YFP National Focal Points for a coordinated reporting effort at national level.
	Analyzing the profile of national SCP policies, at overarching and sectoral level, in the context of the main findings of the scientific community with regards to resource efficiency, priority sectors or needs for investments, including through the work of the International Resource Panel, and develop recommendations for a better alignment.
	Analyze specific SCP policies or instruments implemented and monitored at national level, looking at their outcomes, impacts and factors of success, to provide empirical evidence to the scientific community working on policy scenarios and their expected benefits (environmental, socio-economic).
	Strengthen the science / policy interface at national level, through the development and piloting of specific tools in partnership with initiatives such as the International Resource Panel and the Life Cycle initiative, in order to help countries design science-based SCP policies, including the pilot-testing of the Sustainable Consumption and Production Hotspot Analysis Tool (SCP HAT).
	1/ Maintenance and administration of the Global SCP Clearinghouse

OUTPUT	ACTIVITIES
E) The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders including: Private sector, government, media, civil society, general public, UN system.	Developing and launching the 10YFP video to showcase the 10YFP and SCP in a dynamic way.
	2/ Maintaining and updating the on-line and offline communications and outreach tools of the 10YFP (newsletter, website, brochures)
	3/ Organizing a global public campaign
	Developing a Progress booklet/report ahead of the mid-term review conference
	~~Organizing at least one Press event ahead of the mid-term review conference.~~
	Propose and develop a revised visual identity and narrative for the 10YFP to support a strengthened outreach, visibility and messaging
	Organise and facilitate coordination through the network of key visibility and outreach events at the High Level Political Forum on Sustainable development to disseminate achievements and best practices, launch new initiatives, and engage leading partners. This may include exhibitions, side-events, workshops, learning events.
	Facilitate the definition of high quality messaging on SCP
	Develop SCP country profiles for "SCP ready" countries identified through the review of enabling conditions for national implementation of SCP, based on criteria defined in the new strategy of the One Planet network[26]. The objective will be to provide the network with key information on the development, implementation and results of SCP policies and instruments, for a better identification of most relevant tools and solutions that could be applied or adapted in those countries with impacts at scale.
F) Resources for the 10YFP and its trust fund are administered and further mobilized	1/ Actively promoting the 10YFP within the donor community and fund raise for its implementation
	2/ Elaboration of collaboration frameworks with key international financial institutions, regional and national development banks and agencies
	3/ Develop a private sector engagement strategy
	4/ Managing the 10YFP Trust Fund and administer its online management platform
	Undertake a review of the Trust Fund on the basis of the mid-term review
	Produce 10YFP Trust Fund reports including all funded grants and projects
	Develop a proposal for a revised Trust Fund modality which includes considerations on strategic allocation of financial resources, UN coordination, and strengthened mobilisation of resources

Source: Project document and revisions 2018 and 2019
Notes: 1/Activities added as part of the cost extension in 2019 demonstrate an emphasis on supporting country level processes.

82. According to the UNEP Programme Manual, "an **outcome** is the use (i.e., uptake, adoption, application) of an output by intended beneficiaries, observed as a change in institutions or behaviors, attitudes or conditions'. A project's **outcome** is expected to be achieved within the project's timeframe. The Project Document and its Logical Framework specifies the project's outcome as: *10YFP 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*. This outcome specification is focused on the project's outputs and does not encompass the behavior changes / dimensions that the project aims to support. The Strategy of the 10YFP specifies the following Outcome - Accelerate the shift towards SCP in all countries by supporting regional and national policies and initiatives. A similar Outcome is proposed for the project which places more emphasis on the behavioral change the Secretariat's support to the One Planet

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[26] The One Planet strategy 2018-2022 defines the SCP readiness criteria as countries with: (a) existing national SCP-relevant policies, including SCP national action plans; (b) key priorities and sectors identified in such policies; (c) existing inter-ministerial coordination mechanisms; and, (d) presence of One Planet network members located in the country.

Network is designed to encourage: The One Planet Network shows greater cohesion and collaboration behind a common vision, and there's an increased capacity, uptake of tools and resources for SCP mainstreaming.

83. Greater cohesion and collaboration, as specified in the proposed Outcome statement, is achieved through a range of behavioral changes including high level political endorsement, enhanced cooperation across the network and UN agencies, new partnerships, greater synergies, sharing of tools, initiatives and best practices. As made explicit in the Outcome statement, the adoption by the network of a common strategic vision, and the associated rebranding of the 10YFP as the One Planet Network, also plays a role in increasing coordination and cohesion across the network.

84. While the project is focused on supporting the services of the Secretariat, and this is reflected in the project outputs and outcome, the intermediate states and impact levels of the draft ToC (as discussed below) are common to the One Planet Network overall in recognition of the fact that the Network is united behind a common strategy and the Secretariat is a key component of the One Planet Network driving the network towards SCP globally.

85. **Intermediate states** are the changes required beyond project outcomes needed to contribute towards the achievement of the intended impact of the project. The proposed intermediate states are (i) countries mainstream SDG12 into policies, plans and budget lines; and, (ii) SCP interventions implemented and scaled up. This aligns with the success indicator for SDG 12 - Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies (Box 2). The proposed intermediate state recognizes that attainment of the proposed impact requires action at the country level and significant upscaling of the current demonstration projects and uptake of tools and process than is currently evident across countries and sectors. It is also acknowledged, as noted in the MTR, that while implementation of the six 10YFP programmes will contribute to the impact, it will not be enough for SCP mainstreaming, considering that the scope of SCP is much larger than what is being covered by the programmes and notably, sustainable transport, sustainable industry, sustainable Small and Medium sized enterprises (SMEs) and sustainable waste management are not directly covered.

> **Box 2: SDG 12: Ensure Sustainable Consumption and Production Patterns**
>
> Target 12.1: Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
>
> Success indicator: Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies

86. **Impact** relates to a long lasting, collective change of state which brings about benefits to the environment and human well-being. The TE of the previous EC-ENRTP funded project (2012-2016) specified the following impact: *Improved resource*

efficiency and sustainable lifestyles with positive effects on the environment. The One Plan One Planet strategy (2018-2022), specifies the impact of the 10YFP as: *Increase resource efficiency and decouple economic growth from environmental degradation, creating decent jobs and contributing to poverty eradication and shared prosperity.* It makes sense for the project's impact to align with the desired impact of the 10YFP in general as stated in its Strategy, while recognizing that many other factors will also influence the achievement of this impact. Given the broadness of the Framework and its challenging ambition to change economic structures, it is not reasonable to expect impacts to be achieved for many years. However, given that the 10YFP is in its eighth year of operation it is reasonable to expect progress along the causal pathways and to reflect on the role of the Secretariat in accelerating the attainment of the desired impact.

87. Project objectives or goals are often incorporated in ToC as intermediate states or long-term impacts. The Project's main objective was to support the strategic, action-oriented and coherent delivery of the 10YFP support for the shift towards SCP patterns at all levels, through continuous and strengthened secretariat functions and services. The vision of the 10YFP in its founding document are reflected in the reconstructed ToC including its drivers and assumptions as indicated in parenthesis in Box 3.

Box 3: 10YFP Vision and Objectives

The vision of the 10YFP is outlined in its founding document A/CONF.216/5[27]. The main objectives of the 10YFP are to[28]:

Accelerate the shift towards SCP, supporting regional and national policies and initiatives (Outcome)

Contribute to resource efficiency and decoupling economic growth from environmental degradation and resource use, while creating decent job and economic opportunities and contributing to poverty eradication and shared prosperity; (Impact)

Mainstream SCP into sustainable development policies, programmes and strategies, as appropriate, including into poverty reduction strategies; (Intermediate State)

Support capacity building and facilitate access to financial and technical assistance for developing countries, supporting the implementation of SCP activities at the regional, sub-regional and national levels; (output)

Serve as an information and knowledge platform on SCP to enable all stakeholders to share tools, initiatives and best practices, raising awareness and enhancing cooperation and development of new partnerships. (output)

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88. The drivers and assumptions discussed below are considered to be generic across the transition from the project's outputs and outcomes through the intermediate states to the desired impacts. It is understood, however, that some assumptions and drivers might have greater significance to some causal pathways than to others. An attempt to better reflect this relevance is made in the ToC diagram. Similarly, while it is recognized that the causal pathways will vary between countries and thematic

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[27] United Nations: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5. June 2012.

28 10YFP Secretariat: The 10-year framework of Programmes on sustainable consumption and production. General Brochure. May 2017.

areas, along with the significance of the drivers and assumptions, the ToC does not provide this level of detail, although this could be incorporated into the specific strategies of countries and programmes. It is also worth noting that the drivers align well with the project's outputs and activities, reflecting the role of the Secretariat as the coordinating and catalytic component of the 10YFP. Further, while it can be argued that the assumptions are not all strictly exogenous to the project, the project's / Secretariat's influence over them is considered to be less direct and more dependent on the contributions of other actors than the drivers.

89. **Drivers** include: active and on-going communication and awareness raising of the benefits of SCP mainstreaming by the Secretariat and network partners (e.g. as a means of contributing to the achievement of national objectives and international obligations related to sustainable development); capacity for mainstreaming SCP at national level; on-going funding; dissemination of best practices and tools to countries to support the shift at the national level to SCP; NFPs are empowered, champion SCP and advocate for support at national level (by the Secretariat, SCP Programmes, Regional bodies); strong engagement and promotion of SCP by the Board; and, active engagement of UN family and other network partners in SCP and achievements of SDGs.

90. **Assumptions** include: increased number of actors / stakeholders engage in the network; sufficient political support and commitment at national level, specifically - National Ministries / Governments pass SCP related legislation and national SCP policies and strategies are developed, adopted and implemented (funded); consumers are aware of SCP issues and demand sustainably produced products; sustainable production, construction, procurement methods and tourism are developed and adopted by practitioners (government, businesses, etc.); sufficient resources are mobilized from diverse sources funding to implement SCP; pilot and flagship projects are successful and scaled up; and, 10YFP programmes effectively engage and encourage active stakeholder participation.

91. Table 4 provides a summary overview of how the results statements set out in the project Logical Framework have been reformulated, to align them with the UNEP results definitions and better reflect the targeted audience and capture their behaviour changes.

Table 4: Justification for Reformulation of Results Statements

Formulation in original project document(s)	Formulation for Reconstructed ToC at Evaluation Inception (RTOC)	Justification for Reformulation
LONG TERM IMPACT		
Not specified	Increase resource efficiency and decouple economic growth from environmental degradation, creating decent jobs and contributing to poverty eradication and shared prosperity.	This is the long term impact of the One Plan One Planet strategy (2018-2022) and reflects the fact that all of the Network's activities, coordinated by the Secretariat are behind this objective.
INTERMEDIATE STATES		

Not specified	(i) countries mainstream SDG12 into policies, plans and budget lines;	This aligns with the success indicator for SDG 12 - Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies.
	(ii) SCP interventions implemented and scaled up.	Recognizes that attainment of the impact requires action at the country level and significant upscaling of the current demonstration projects and uptake of tools and process than is currently evident across countries and sectors.

PROJECT OUTCOMES		
10YFP 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	The One Planet Network shows greater cohesion and collaboration behind a common vision and an increased capacity, uptake of tools and resources for SCP mainstreaming

. | Reformulated to better capture the behaviour changes / dimensions that the project aims to support. Aligned with the One Plan One Planet strategy (2018-2022) Outcome.

The "delivery of the 10YFP on SCP" section of the Project Document outcome statement is captured in the behaviour change "An accelerated shift towards SCP across the One Planet Network". However, this is reflected in the ToC (see Figure 4) as a process (broken arrow) starting at the outcome level and building over time to the impact level. While this accelerated shift is supported by the Secretariat it also depends on the actions of all members in the network.

The provision of 'financial and information sharing mechanisms" in the ProDoc outcome statement is captured as part of the outputs as it refers to the availability of products and services (UNEP output definition, 2019). |

OUTPUTS		
A) International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 Agenda	1. 10YFP stakeholders united across a common strategic vision and approach aligned with the 2030 Agenda	Reformulated to better reflect the targeted beneficiaries / users of the project's activities, products and services.
B) 10YFP programmes coordinated in a coherent and synergetic way	2. Enhanced co-ordination of the Programmes, building on the One Planet Network Strategy and M&R system and other coordination mechanisms	
C) Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP	3. Increased access by 10YFP stakeholders to technical assistance and capacity building for SCP mainstreaming	

-	7. SCP pilot projects are financed, implemented by Programmes and partners, and demonstrate the benefits of SCP	These outputs were not explicit in the Project Document but were identified as necessary by the evaluation for the achievement of the Project Outcome and the Intermediate States. Both outputs benefit from the Secretariat's function but do not depend solely in the Secretariat work. These outputs are greatly influenced by the work of the Programmes, MACs and other network members.
-	8. One Planet Network members have an increased awareness and understanding of the benefits of SCP patterns	

Figure 5: Theory of Change at Evaluation

DRIVERS: 1. Active and on-going communication and awareness raising of the benefits of SCP mainstreaming; 2. Capacity for mainstreaming at national level, 3. On-going funding; 4. Dissemination of best practices and tools to countries; 5. NFPs are empowered, champion SCP and advocate for support at national level; 6. Strong engagement and promotion of SCP by the Board; 7. Active engagement of UN family and other partners in SCP and SDGs achievement

An accelerated shift towards SCP across the One Planet Network

Output 1. 10YFP stakeholders united across a common strategic vision and approach aligned with the 2030 Agenda

D5 D6 D7

Output 2. Enhanced coordination of Programmes building on the One Planet Network Strategy & M&R system & other coordination mechanisms

A7

Output 3. Increased access by 10YFP stakeholders to technical assistance and capacity building for SCP mainstreaming

A2

Output 4. Scientific case for SCP strengthened & knowledge base and tools increased and disseminated to stakeholders

A4

Output 5. The visibility of & engagement with the 10YFP is increased through global communication & outreach activities among all stakeholders

A1, D1

Output 6. Resources for the 10YFP TF are administered & further mobilised

A5, D3

PROJECT OUTCOME: The One Planet Network shows greater cohesion and collaboration behind a common strategic vision, and there's an increased capacity, uptake of tools and resources for SCP mainstreaming by members

D4 D2 A2 A3 A7

INTERMEDIATE STATE 1: [*All*] countries mainstream SCP/ SDG12 into policies, plans & budget lines

D7 A2 A5 A6

INTERMEDIATE STATE 2: SCP/ SDG12 interventions implemented & scaled up at national level

A4

IMPACT: Increased resource efficiency and decoupled economic growth from environmental degradation, creating decent jobs and contributing to poverty eradication and shared prosperity

Output 8: One Planet Network members have an increased awareness & understanding of the benefits of SCP patterns

D1

Output 7: SCP pilot projects are financed, implemented by Programmes and partners, and demonstrate the benefits of SCP

ASSUMPTIONS: 1. Engagement by an increased number of actors; 2. Political support and commitment at national level; 3. Consumers awareness and support for SCP; 4. Broad and continuous uptake of SCP by producers (government, businesses); 5. Sufficient funding to support SCP; 6. Pilot and flagship projects are successful and scaled up; 7. 10YFP programmes effectively engage and encourage active stakeholder participation.

Outputs reflected in ProDoc

Additional outputs that are important elements for the pathway of change but do not depend solely on the Secretariat's services

A. Strategic Relevance

92. The project is closely aligned with Agenda 2030 and the Sustainable Development Goals (SDGs), in particular SDG12. This alignment was strengthened during the project as the 10YFP was recognised in the Official Ministerial Declaration of HLPF 2018 as an important implementation mechanism for SDG 12[29]. Based on interviews for this evaluation, the Secretariat is considered to have been instrumental in achieving this positioning. The transversal nature of SCP is reflected in SCP targets for twelve of the other sixteen SDGs, covering key sectors such as food, energy and water, which the 10YFP also thus helps to implement. In addition, 49 targets across 13 SDGs are contingent upon or imply actions to shift towards sustainable consumption and production. Moreover, 29 of the 169 SDGs targets depend on moving to SCP.

Alignment to UNEP's MTS, POW and Strategic Priorities

93. The project was closely aligned with the UNEP Medium Term Strategy[30] (MTS), Programme of Work (POW) and priorities at design (2014-2017) and during implementation (2018-2021). At design, the project aimed to support coordination of the 10YFP with other relevant projects implemented through UNEP's Programme of Work 2014-2017. This includes a number of projects listed in the project document under UNEP's sub-programme on: (i) Resource Efficiency and SCP (21 projects); (ii) Environmental Governance (4 projects); and, (iii) Environment under Review (6 projects).

94. The UNEP MTS 2018-2021 includes resource efficiency as one of its seven priority areas and outcomes. It recognises the 10YFP as one of its flagship initiatives, and the role it plays in supporting the objective of the Resource Efficiency Sub-programme to transition toward SCP, decoupling economic growth from unsustainable resource use and negative environmental impacts. In line with the project's activities and outputs, the strategy notes that achieving the 2030 vision will require policy frameworks, action plans and science -based approaches to support countries transition to sustainable development through multiple pathways including Inclusive Green Economy (IGE) and SCP.

95. The Draft Narrative for the UNEP MTS 2022-2025 stresses that addressing the core sustainable development challenges of climate change, nature loss and pollution will require more efficient and responsible consumption and production patterns. It

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[29] Ministerial declaration of the high-level segment of the 2018 session of the Economic and Social Council on the annual theme "From global to local: supporting sustainable and resilient societies in urban and rural communities'. Para 26 states 'We acknowledge the midterm review of and progress achieved in the implementation of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, including the development of the One Planet network, which is an important implementation mechanism for Sustainable Development Goal 12

[30] 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 Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes: https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

aims to promote policies for accelerating sustainable consumption and production through circular approaches and business models, with the support of the One Planet Network.

96. UNEP's strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies, which the project has contributed to. In terms of S-SC the project facilitated the exchange of knowledge between developing countries through its knowledge management and dissemination activities and facilitation of exchanges between countries. For example, in 2017 a conference in Brasilia assembled around 30 countries from Africa and LAC for this purpose.

Rating for Alignment to UNEP MTS, PoW and Strategic Priorities: Highly Satisfactory

Alignment to Donor Strategic Priorities

97. In addition to the EC, other donors during project implementation included Switzerland and Sweden. However, donors are neither specified nor their strategic priorities explicitly discussed in the project document. However, the project is closely aligned to donor priorities evidence by the fact that it supports the 10YFP - the implementation mechanism for SDG target 12.1, and that SCP is linked to a number of other SDGs as discussed above. Further SCP is to central to solutions to Climate Change, pollution, and biodiversity loss. Of note, from the perspective of the project's key donor - the European Commission, the project responds to its strategic priorities with respect to Resource Efficiency and the promotion of a Circular Economy. It is also highly valued for its ability to promote SCP at high level political fora.

98. Further, the project supports other international agreements such as the Paris Agreement (FCCC/CP/2015/L.9) of United Nations Framework Convention on Climate Change (UNFCCC), Aichi Target 4 adopted by the Convention on Biological Diversity (COP 10), which reads: "By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits", and goals on sustainable land management of the United Nations Convention to Combat Desertification (UNCCD).

Rating for Alignment to Donor Strategic Priorities: Highly Satisfactory

Relevance to Regional, Sub-regional and National Priorities

99. The 10YFP was designed to align with the stated environmental concerns and needs of the countries and regions where it is being implemented. It has designated NFPs in 140 countries, and is supported at the regional level through its Board

representatives (which delivers guidance on regional needs) and UN regional offices. In addition to country endorsement of the SDGs, evidence of the project's relevance is through the mainstreaming of SCP into national or sub-national and sector development plans and strategies, which is being tracked by the project. At the time of the evaluation, 79 countries and the European Union have reported on SDG12.1.1.

100. The project aligns with regional trends, priorities and emerging issues as set out in the draft MTS 2018-2021.

> **Rating for Relevance to regional, sub-regional and national environmental priorities: Highly Satisfactory**

Complementarity with existing interventions

101. At the design stage and at project inception[31], the project took account of ongoing and planned complementary initiatives under the same sub-programme, other UNEP sub-programmes, and being implemented by other agencies. At implementation, the Secretariat made efforts to optimize synergies and avoided duplication of effort, with some notable collaborations (e.g. with the IRP), although there were opportunities for closer engagement at the regional level and with other initiatives (as discussed further in Sections F and I).

102. The strong normative capacities of UNEP, along with its global partnerships, and ability to produce authoritative scientific assessments, policy analysis, knowledge products and tools has helped steer the global discourse on SCP. Examples where UNEP's comparative advantage has been well utilised by the Secretariat include through its successful advocacy of the One Planet Network at high level political fora and the SCP-HAT tool developed collaboratively by the One Planet Network, IRP and the Lifecycle Initiative.

> **Rating for Complementarity with Existing Interventions: Satisfactory**

> **Rating for Strategic Relevance: Highly Satisfactory**

B.   Quality of Project Design

103. An assessment of the quality of the project design undertaken at the inception phase of the TE, rated the overall quality of project design as **Moderately Satisfactory**.

104. The project design is strong in terms of project preparation – clearly setting out the current social, economic and environmental costs associated with unsustainable

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[31] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below

patterns of SCP and importance of the project to a broad range of stakeholders. The project is also of high strategic relevance.

105. The project document does not include or refer to a Theory of Change (ToC) and the logical framework has some areas of concern related to the specification of the project outcome and the lack of baselines. The outcome statement does not reflect the behavioural change aimed for through the activities / outputs undertaken by the project. Baseline information is only specified for 1 indicator, namely Indicator 6 'Number of 10YFP National / Stakeholder Focal Points and UN agencies engaged in the activities of the 10YFP including programmes', which is set at zero. It is assumed that this indicator only relates to Stakeholder focal points as 126 NFP were already designated and engaged through the previous phase of the project. While for many indicators it could be assumed that the baseline is zero, this does not hold in all cases. Targets have been set for all indicators, although it is not clear what the contribution of the project is given the lack of baselines. Similarly, for Indicator No 9: 'Number of active 10YFP programmes', the target is 6, but the six thematic Programmes were already established by the previous project. However, progress on setting baselines was made during project implementation, as discussed in Section V-G. Targets in the project document were set at quite a low level and many were increased during implementation.

Rating for Project Design: Moderately Satisfactory

C. Nature of the External Context

106. No external features of the project's implementation context, such as conflict, natural disaster, or unanticipated political upheaval have limited the project's performance. While such events may have been evident in specific countries, the global scope of the project means that, overall, such events were not tracked and have not had a negative material impact on the project.

Rating for Nature of the external context: Highly Favourable

D. Effectiveness

107. Key achievements and outputs of the project are highlighted below and elaborated on further in this section in terms of their effectiveness and impact.

- **Notable success in terms of political advocacy.** The project built political support for the One Planet Network and boosted its profile on the international stage. This is reflected through: (i) a dedicated SDG on SCP and the recognition of the 10YFP and its One Planet Network as an important implementation mechanism of SDG 12 at the HLPF on Sustainable Development in 2018; and, (ii) Recognition at the 4th session of the UN Environment Assembly (UNEA) in March 2019[32], with the UNEA 4 Ministerial Declaration calling for the implementation of the 10YFP and the One Plan for One Planet strategy. Furthermore, 20 references were made to the 10YFP / One Planet

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[32] Convened on the theme of Innovative solutions for environmental challenges and sustainable consumption and production.

network across 6 UNEA resolutions[33]. The Secretariat is recognized by interviewed stakeholders, including donors as being instrumental in these achievements.

- **Establishment of SDG 12 Monitoring and Reporting Framework**. The project has help to build a M&R culture for the 10YFP, which although facing some ongoing challenges is gaining momentum. The M&R framework established by the project is the only global tracking system monitoring SCP policies, initiatives and resources in countries and across sectors and reportedly the only framework tracking a SDG at the global level. The M&R framework includes the official reporting of Member States on the implementation of the 10YFP at national level (SCP policy instruments).

- The **5-year strategy** and **re-branding to the One Planet Network**. The "One Plan for One Planet" strategy was launched at the HLPF on Sustainable Development in July 2018. It is built on the recommendations of the 10YFP MTR and was developed through a collaborative and inclusive process. The strategy sets out a way forward on supporting countries to deliver on SDG12 and enabling the strategic use of the diverse strengths of the network. Interviews and the NFP survey indicate that the associated rebranding of the 10YFP to the One Planet network has been well received by most stakeholders, increasing international visibility of the network and facilitating communication and outreach efforts.

- **The establishment of the Multi-Partner Trust Fund (MPTF)** under which six key UN agencies have come together to tackle the resource constraints limiting the scaling up of SCP and to drive the agenda on SDG 12. While this is widely seen by stakeholders as an improvement on the previous UNEP Trust Fund, concerns remain over the ability of the MPTF to address the significant resource challenges.

- **Promoting the integration of science into SCP policies and practices**. A definitive move towards this is the development and application of the **SCP Hotspots Analysis tool** which has enabled scientific knowledge on the impacts of economic activities on natural resources and the environment to be accessible to policy-makers. In addition an IRP – 10YFP Task Force to better combine science and practice was established at the end of 2019.

Availability of Outputs

108. This section provides an evaluation of the project's outputs. While all the project's targets (specified in purple text) across all outputs have been met, the discussion below elaborates on key activities pertaining to these outputs as set out in Table 3, their strength and weaknesses and opportunities and challenges going forward. This discussion is important given that the quantitative nature of many of the targets do not in themselves indicate the quality or effectiveness of the outputs.

Output A: 10YFP stakeholders united across a common strategic vision and approach aligned with the 2030 Agenda

109. **Number of annual reports of the 10YFP.** Annual Report's to the HLPF on Sustainable Development were submitted in 2017, 2018 (mid-term) and 2019, meeting the project target of 3. In 2019, the report included a specific focus on

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[33] These included the resolution on marine litter and microplastics, the resolution on food loss and waste and the resolution on sustainable infrastructure. UNEA also requested the development of guidelines on plastic use and production as well as a joint report with the International Resource Panel on the management of natural resources (Final Project Report, 2020).

'decoupling environmental degradation from economic growth, in the context of the review of SDG 8[34].

110. **Number of 10YFP National Focal points, stakeholders and UN agencies engaged in the activities of the 10YFP, including programmes**. At the end of the project, the 10YFP's network was composed of 749 organizations, from government, civil society, private sector, research institutes and the UN agencies, exceeding the end of project target of 500. Civil Society / non-governmental organisations are the largest stakeholder group representing 38% of the overall network. Business partners have shown the highest increase, doubling in number over the project period (Table 5). This increase in membership was partly due to the Secretariat's outreach efforts to enhance the engagement of the private sector with the Programmes and their financing support to the One Planet Network initiatives.

111. In January 2019 the Secretariat ran a confirmation / new nomination[35] campaign for the NFPs and the alternate NFPs, which included countries who did not have a NFP. This increased the number of countries with a nominated NFP from 130 to 140. While some countries did not actively re-confirm their NFPs, new countries joined including India and China who have become active in the partnership. In addition, 55 countries have been participating in the 6 programmes of the network (nearly half of them being represented by their NFPs) with a good regional balance.

Table 5: Composition of One Planet Network partners, 2016 and 2019

Category	2016		2019	
	Number	%	Number	%
Civil society	193	38	288	83
Business	78	15	163	21
Scientific and technical organisation	71	14	133	17
National government	106	21	112	14
United Nations / Intergovernmental organisation	42	8	42	5.5
Local government	1	0.2	11	1.5
Not specified	13	2.5	-	-
Total	**504**		**749**	

Source: One Planet Network Secretariat

112. **Mid-term outreach activities**. The MTR was completed in July 2018 and most of the outreach activities around the findings of the MTR took place in the context of the review of SDG 12 at the HLPF on Sustainable Development in 2018. The outreach activities successfully positioned the 10YFP and its One Planet network as SDG 12 implementation mechanism and launched the 5-year strategy 'One Plan for One Planet'.

113. Key activities under Output A (summarized in bold and italics) are discussed below.

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[34] Target 8.4 makes specific reference to the 10YFP
[35] Nomination of NFPs is done by Member States, without any particular selection criteria.

114. ***Continuing and strengthened engagement of the 10YFP inter-governmental board.*** A total of eight board meetings were held during the project (four face to face and four remotely). Interviews with members reflected mixed views on the level of information shared by the Secretariat with the Board. Some members noted that the Secretariat had kept them well informed, while others reported that information on finances was not readily shared and welcomed more detailed information on the key results and progress of the 10YFP.

115. The evaluation also found that the Board is not considered to be functioning effectively both by some Board members and other stakeholders. This is evidenced by the fact that the authority and the role of the Board remains unclear to some members, despite having a formal ToR, and that only 3 members engaged closely in the development of the One Plan for One Planet Strategy. Board members did not fulfil their role as regional representatives / focal points and reached out to countries to understand regional priorities and opportunities. While the onus is on Board members to fulfil their responsibilities, there is an opportunity for the Secretariat to enhance the Board's engagement and better utilize the Board to provide guidance and approve decisions.

116. 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 supporting the Secretariat's advocacy efforts at key global events and independently at the regional level, and in resource mobilization. To facilitate this, the Secretariat could be more active in mobilizing all Board members through outreach to familiarize them with questions on the agenda ahead of meetings, and encourage (virtual) engagement throughout the year on key aspects. The Secretariat already engages bilaterally with the Chair and Vice-Chair.

117. Board members are nominated by regional representatives in New York. The process for endorsement is long and at a very high level and some regions have difficulty nominating board members. The Board members should play an active role in championing and advocating on the 10YFP, but may not have the right background (e.g. representative from the Ministry of Foreign Affairs may only have a high level understanding of environmental issues) or seniority to do this effectively. A revision of the nomination process would be helpful (potentially through 10YFP NFPs, directly with the Secretariat, or by other means) as the current process and related delays contribute to the limited engagement of Board members. This would require a General Assembly (GA) resolution, and could be aligned with the GA resolution to extend the 10YFP mandate. Some criteria for selecting countries' representatives to the Board could also be issued. High-level Board members with strong political leadership or institutional connection have proven to be more engaged. The role and profile of country representatives in the Board could be reconsidered with a stronger focus on the global SCP agenda, and liaison with political regional institutions (UN regional commissions for instance).

118. ***Further consolidation of a UN multi-agency approach and a strengthened value proposition of the Multi-Partner Trust Fund for SDG 12.*** The Secretariat organized two

high-level meetings in 2019 with Assistant Secretary Generals of the partner agencies as part of the One Planet Multi-Partner Trust Fund (UNDP, UNEP, FAO, UN Habitat, UNOPS, UNWTO), to help coordinate delivery of SDG12. Regular calls were held with the MPTF partner agencies to discuss the establishment and management of the MPTF, including approaches to fund raising[36]. Engaging with Resident coordinators in country is recognised as an integral part of the MPTF operations going forward and Inter Agency Collaboration. The One UN Approach was piloted through on-going 10YFP projects, funded by UNDA in Senegal, Bhutan and Argentina.

119. ***Development of 'One Plan for One Planet' Strategy 2018-22*** (see Box 1 above). On the whole, interviewees for this evaluation considered that: (i) the development of the strategy was well handled; (ii) they had been kept informed and the strategy had been developed in a participatory way; (iii) the Strategy was well written; and, (iv) its production was crucial to the One Planet Network[37]. As the first strategy on SCP and SDG 12, it provides an agreed way forward utilising the diverse strengths of the network to reach agreed shared priorities, and it also facilitates communication with external partners. Based on the NFP survey, a number of NFPs rated the strategy as very significant to the One Planet Network. According to respondents, it has served to draw stakeholders together behind a common goal to promote SCP / SDG 12, and inform national strategies and policies. The majority of NFPs (68%) agreed that the Strategy had been developed in a collaborative way (with 24% not expressing a view either way and 4% disagreeing).[38]

120. The Secretariat was tasked with supporting a coordinated roll out of the strategy to the network to ensure its integration and implementation by the different groups of the 10YFP. As noted in the Final Project Report, 2020, uptake of the strategy by the Programme's remains a challenge both in terms of adaptation of the Strategy by each Programme and rolling out concrete implementation and supporting action in countries. The roll out of the strategy coincided with the renewal of leadership in all the Programmes, which delayed work on the Programmes' strategic priorities.

121. Programmes have engaged in the integration of the strategy into their workplans and targets, and some received support from the Secretariat to do this. The **Sustainable Public Procurement (SPP) programme's** strategic plan 2019-2022 was developed through extensive consultations, supported by the Secretariat. The plan includes four objectives: (i) support SPP implementation; (ii) creation of enabling conditions for the market; (iii) mobilise political leadership and support; and (iv) demonstrate value and measure impact. Initial priority sectors include ICT, Health, Construction and Food. The **Sustainable Buildings and Construction programme's workplan 2019-2022** identifies three objectives: (i) make the case to countries; (ii) provide and facilitate access to training and technical or policy guidance based on

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[36] One Planet MPTF calls were held in September 2018, October 2018, November 2018, February 2019 and May 2019.
[37] One interviewee felt the strategy was weak, that their Programme had not been consulted on the strategy or rebranding and that the development of the strategy lacked the participation of countries. Another view was that efforts should have been focused on implementation not on developing more strategies.
[38] Based on 25 responses (18% of NFPs)

science, and (iii) fostering and building partnerships for implementation. These are to be applied to three thematic focus areas -affordable and resilient building practices, sustainably sourced materials, and circular built environment (Final Project Report, 2020).

122. Based on the NFP survey results, NFPs rated the dissemination and roll out of the One Planet Strategy by the Secretariat as effective, with 20% saying that this had been extremely effective, 20% very effective and 48% somewhat effective[39]. Pilots are underway in Bhutan, Argentina and Senegal to illustrate how programmes can provide support to countries on specific issues, with the support of the Secretariat. In Bhutan, the country strategy is based on a consultation with all sectors, and is expected to be endorsed by Government and used as a mechanism to mobilize resources for SCP initiatives in priority areas.

123. The extent to which the *'One Plan for One Planet' S*trategy has been put into practice was questioned by some of the stakeholders interviewed for this evaluation but it was also recognized that this isn't just the responsibility of the Secretariat, but also NFPs, the 10YFP Programmes and UN agencies. Many interviewees, including senior UNEP staff, felt that the Strategy had not been promoted enough and the Secretariat had let it fade. Its objectives need to be reiterated on an on-going basis by the Secretariat and it needs to be championed by senior politicians and diplomats, including Board members, to achieve broader exposure and buy in. The Strategy is strongly focussed on SDG 12 and some would have liked to have seen the One Planet Network positioned more broadly as the delivery mechanism for SCP, which contributes to many of the SDGs.

124. ***Outreach and visibility activities at the HLPF on Sustainable Development****.* As discussed earlier, the Secretariat supported the network to capitalize on the opportunity presented by the HLPF on Sustainable Development in 2018, which reviewed progress on Goal 12, to: position the One Planet network as an implementation mechanism for Goal 12; launch new initiatives, such as the One Planet strategy and the UN MPTF for SDG 12; showcase major achievements of the network over the first 5 years; and, mobilize political support. The One Planet network contributed significantly to the preparations for the review of SDG 12 and had a significant presence at the HLPF, organizing and participating in several events, securing high-level political support at the official review of SDG 12 and other events. This advocacy work resulted in the official recognition of the 10YFP and the One Planet network as an important implementation mechanism for SDG 12 in the ministerial declaration of the HLPF (Project Annual Report, 2019).

125. Other activities under output A are discussed in other sections of this report, as follows: Mid-term Review (Section III-E); High quality reporting and review process (under Output B b), development and dissemination of communication materials (under Output D below)

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[39]Based on 25 responses (18% of NFPs)

Output B: Enhanced co-ordination of the Programmes, building on the One Planet Network Strategy, M&R system and other coordination mechanisms

126. **Number of users of searchable online database for 10YFP portfolio**. Since 2016, the number of registered members on the platform has grown steadily. In 2019 nearly 700 new members were registered to the online platform. The end of project target of 500 users was significantly exceeded by the project reaching 5,166 users.

127. **Number of active 10YFP programmes**. Over the project period, all 6 10YFP Programmes have been active in the development of the programme portfolios, network mobilisation and partner engagement, and in revising their strategic plans or workplans to address priorities and actions defined in the 'One Plan for One Planet' strategy. However, the 6 Programmes vary in terms of their level of activity and effectiveness in implementing their workplans, as discussed below.

128. **Integrated Monitoring and Evaluation (M&E) framework developed and applied**. Development of the Monitoring and Reporting Framework by a M&E Task Force was a key output of the project, discussed in detail below and later in the report. Although the target refers to a M&E framework, the monitoring framework developed does not have an evaluation component, and so is referred to a M&R framework.

129. **Number of inter-programme events**. Inter-Programme meetings took place in May 2017, 2018 and 2019, meeting the end of project target of 2. These meetings addressed strategic topics of common interest of the programmes, such as joint advocacy efforts, cross-programme collaboration on specific topics such as food, and strategy implementation.

Coordination and engagement with Programmes

130. In the previous EC-ENRTR project (2012-2016), the Secretariat worked more directly with the NFPs. However, with the establishment of the Programmes[40], this shifted under the project to more direct engagement with Programmes in order to equip them with the tools and knowledge to support the NFPs and countries to move forward on SPC. Relationships between the Secretariat and the six Programmes vary, and the Secretariat has engaged more with some Programmes than others, based on their level of interest and need for support. It is important to note that the Secretariat does not fund the Programmes, apart from the funds administered through the TF / MPTF.

131. The Secretariat has engaged with the Programmes through facilitated calls across the Programme coordination desks every 6-8 weeks, annual face to face meetings, tutorials (e.g. on the Monitoring and Reporting framework), and ad hoc bilateral communications and support.

132. Inter-Programme Coordination Desks Meetings (CDM) were introduced in 2015 and have helped collaboration and cohesion across the Programmes. As proposed by

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[40] The Programmes were established in different years, as follows: Sustainable Public Procurement Programme and Consumer Information Programme in 2014; Sustainable Tourism Programme, Sustainable Lifestyles Programme and Sustainable Buildings and Construction Programme in 2015 and the Sustainable Food Systems Programme in 2016.

the Programmes, they are held every 6 weeks. They are seen as a useful networking mechanism, creating a space for the Programmes and the Secretariat to share what they are working on. Attendance on the calls is generally good but discussion levels could be improved. For some Programmes, the calls are only seen as useful when focused on a specific / concrete topic related to their area of work, and given the need to prioritise time it was suggested to have more subject specific calls and for Programmes to have the option not to participate if the subject matter was not relevant.

133. The Programmes acknowledged a number of ways in which they had been supported by the Secretariat including: (i) a number of programmes reported good support on communications (e.g. social media posts), especially in recent years [41]; (ii) support related to TF calls for proposals (e.g. due diligence, evaluation, financing and addressing implementation challenges); (iii) facilitating introductions to different partners and keeping programmes informed about what other programmes are doing; (iv) identifying emerging themes and providing strategic support; (v) help with website glitches; (vi) liaising with countries; (vii) planning and coordinating webinars for NFPs; (viii) participation in Programme meetings with MAC; and, (ix) technical support, for example related to the development of strategies and monitoring and reporting. In addition, the Programmes have benefited from the Secretariat's functions related to communications and high level political advocacy (which included the participation of the programmes at high level events such as UNEA), which has helped to raise the profile of the Programmes, and the SCP approach in general.

134. In 2018, the co-leadership of the SPP Programme was dissolved, following some years of low activity and differences among the co-leadership members. Its management passed on temporarily to the Secretariat The cross-cutting nature of SPP makes it important to the One Planet Network and to support the SPP through its transition the Secretariat contracted a consultant from September 2018 to July 2019, funded by UNEP. The consultant continued to support the SPP part time for 11 months after new co-leadership for the SPP was in place. The Secretariat supported stocktaking, development of a strategic plan and assisted with the renewal of the co-leadership. The re-establishment of the leadership of the SPP programme resulted in a significant workload for the Secretariat, diverting resources from other activities.

135. ***Programmes hold a range of views on their relationship with the Secretariat and were divided on the level and quality of support received from them.*** While some Programmes expressed satisfaction with the Secretariat's support and noted an improvement since 2016 with the adoption of a more structured approach to coordinate with the Programmes, others considered that the Secretariat had

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[41] Although one Programme said they would have liked more support on communications. A key job of the Programme Coordination Desks is to connect with NFPs, however they had limited scope to communicate their vision / resources, which typically went through the Secretariat. The project wrote communication guidelines for each Programme so that they could create articles and events and communicate directly.

reduced their engagement and support over the past 2.5 years. Some interviewees noted that, on occasions, the Secretariat was too busy to support them at key times, for example in the lead up to the Executive Meetings and the HLPF.

136. In general, the relationship between the Secretariat and the Programmes continues to be coloured by events under the previous project. In 2015, before the start of the project, the Secretariat requested the 6 Programmes to prepare proposals for large flagship projects valued at US$1-2 million. The proposals were reportedly very time consuming to prepare, but none were ultimately funded as funds were not mobilised as discussed in detailed under Output F. For some programmes this adversely affected the interest of their MAC partners in the 10YFP and prompted many to leave the programmes. According to some partners across a number of the Programmes, the relationship with the Secretariat had soured as a result of the limited funds mobilized by the Secretariat to support them. In addition, requests by the Secretariat to the Programmes to report and provide inputs to annual 10YFP reports and other initiatives have also resulted in some friction.

137. A number of areas of concern were also noted by the Programmes during interviews, including: (i) the adoption, in some instances, of a top down approach by the Secretariat in decision making processes and the lack of adequate consultation or collaboration with the Programmes (e.g. in the specification of inspirational targets for the Programmes, the implementation of the plastics initiative, and in some cases contributions to reports were overwritten or data interpreted differently by Secretariat without consultation); (ii) the need for greater efforts by the Secretariat to promote cross programme co-ordination through better communications and potentially through more face to face meetings, although this is time consuming and expensive. The Secretariat have been unable to join all Programme specific coordination desk meetings, which are held around once a month by individual Programmes due to limited resources, but this is seen as a key opportunity to communicate with the Programmes; (iii) the burden of work from the Secretariat's requests, some of which are unexpected, and the tight deadlines for written submissions; (vi) the lack of clarity in terms of the Secretariat members' roles; and, (vii) the language barrier for some regions, as most activities and publications are in English.

138. Building synergies with other Programmes is more natural for some programmes than for others[42] and some Programmes have been able to do this independently of the Secretariat. Over the project period, the Secretariat introduced **common themes** to promote cross Programme work and SCP coherence[43]. The themes were launched with the strategy in 2018 and were discussed at the Executive Committee meetings. Food, as a theme, emerged organically from the strategy development process and was adopted as the cross-cutting theme of the One Planet network for the 2018–2020 cycle. Plastics was selected as a theme at the Executive Meeting

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[42] For example, it is relatively easy for the Consumer Information (CI) Programme to work with Sustainable Food Systems Programme (SFS) on eco-labeling for food, and Sustainable Buildings and Construction Programme (SBC) on building materials.
[43] Other partners also contributed to efforts to build coherence across the programmes For example, UNEP organised a dedicated workshop on energy efficiency to harness synergies across the programmes.

2019, in response to a request by Member States in the UNEA4 Resolution. While the concept of themes was overall seen as a good idea by Programmes, providing an opportunity to enhance coordination and impact on core issues, interviews indicated that an adequate participatory consultation process for the selection of themes was lacking. The circular economy had been proposed as a common theme that all six Programmes worked on, but was not supported as a theme by all Programmes. Five Programmes have collaborated on the food and plastics theme initiatives. However, the implementation of activities related to food is limited for some Programmes, assessed at SFS- 100%, SLS – 39%, CI – 22%, STP – 11%, SPP – 4% and SBC – 2%, reducing opportunities for collaboration.

139. The Secretariat has encouraged the Programmes to engage at national level through the NFPs, but this remains challenging for the programmes for a variety of reasons. These include: (i) the lack of a clear offering and entry point to position Programmes at country level; (ii) resource constraints; (iv) limited contacts on the ground and weak relationships with NFPs who are not all knowledgeable on diverse issues covered by the Programmes and have not always responded to overtures from the Programmes[44]. While there is the intention to initiate contact with NFPs, Programmes have had limited time to engage with NFPs beyond their co-leads and MAC members who, for some countries, also serve as NFPs, so significant gaps in country engagement remain. Where Programmes do have contacts at the national level and are able to offer tools and expertise on implementation, in country support needs to be funded. The need for a sustained effort by the Programmes and the Secretariat 'to help empower and activate NFPs', as recommended by the 2018 MTR, remains critical to accelerate implementation at country level.

140. The programmes hold regular virtual meetings with their MAC members and meet in person around once a year. The Secretariat attends some of these meetings. Some MAC members from UN organisations are part of the Inter Agency group, and so also engage with the Secretariat though this group.

141. MAC interviewed members expressed disappointment with the One Planet Network – a position supported by other interviewed programme partners. While the role of the MAC was to support the overall coordination, implementation and monitoring of the Programmes and its workplan, they had given their time and advice voluntarily in the expectation that this would lead to practices on the ground. However, as there are no resources to implement, in many cases MAC groups served as a discussion platform with no opportunity to support on the ground activities. As discussed, both the Programmes and the Secretariat have a role in resource mobilization. For many, the value of being involved in the Network is no longer clear, thus leading to their disengagement. Businesses have reportedly also

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[44] For example, CI shared Guidelines for Providing product Sustainability Information to engage the private sector with NFPs – but did not receive any feedback. CI would like the guidelines to serve as a key reference tool on CI, inform national policies and lead to better, reliable consumer information

drifted away from the programmes, although business participation has seen a steady growth in the Tourism Programme[45].

142. ***Organizing the Executive Committee meeting of the 10YFP***. Executive meetings have been held annually over a couple of days in Paris, bringing the Board, Programmes and Secretariat together. They are considered by all to be useful and motivational. They have served as a forum for networking, sharing experiences and learning. The Executive meeting are preceded by the annual face to face meetings of the Coordination Desk, which have become increasing interactive and in 2019 included a session on knowledge management which the Programmes found useful.

Integrated Monitoring and Reporting (M&R) framework

143. A key activity under the project was the development and application of an integrated M&R framework. The One Planet network reports annually through its online system.

144. The M&R system has evolved over the project timeframe. At the start of the project, reporting was based on an *ad hoc* collection of information from the co-ordination desks and meetings. In 2016, a 10YFP M&E Task Force was established to develop the M&E framework, co-ordinated by the Secretariat[46]. The M&R Framework was developed with the programmes and reviewed and approved by the Board.

145. The 10YFP indicators of success developed are the foundation of the progress reporting, intended to guide and measure the collective impact and key milestones towards the global shift to SCP. The outcome indicators define the medium to short term results that the 10YFP network is working on, such as policies, changes in practices and commitments. The impact indicators define the long-term vision of the 10YFP and identify clear links with a number of global agendas, such as the climate agreement and biodiversity convention. The ten impact indicators cover 3 categorise – resource efficiency, environmental impact and human well-being.

146. The M&R framework was piloted in 2017. The results of the pilot reporting exercise 2017/2018 were presented by the UN Deputy Secretary General at the HLPF on Sustainable Development 2018. They showed that national SCP policies have been on a positive trend for the last 20 years but also the urgent need for implementation and impacts. The M&R framework was further developed and digitalised based on the pilot reporting, with the on-line tool integrated into the One Planet network website in 2018. In 2019, an integrated reporting platform was designed, and a new reporting phase launched in July 2019 together with a full support package for NFPs including monthly webinars, Frequently Asked Questions and bilateral assistance.

147. The One Planet Network M&R system includes the official reporting by Member States on the implementation of the 10YFP at national level (SDG indicator 12.1.1)

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[45] Sustainable Tourism Programme is trying to transition from a general MAC group to more specific groups to encourage engagement. They have set up a Plastics advisory group which is working well.

[46] The system developed by the M&E Task force, does not include evaluation and is thus referred to as the Monitoring and Reporting Framework

and is aligned with other relevant SDGs. UNEP is the custodian[47] for SDG indicator 12.1.1 - *Number of countries developing, or implementing policy instruments aimed at supporting the shift to Sustainable Consumption and Production*[48]. The Secretariat is mandated to organize and support this reporting on a regular basis, while the 10YFP NFPs are the official data providers for this indicator, submitting reports on behalf of their country[49]. The benefits and uses of the One Planet Network M&R framework are summarised in Box 4.

Box 4: Benefits and uses of the One Plant Network M&R Framework

The One Planet Network's M&R system has a number of potential uses and benefits:
- Measuring progress on One Planet Network Strategy and reporting on SDG 12.1.1
- The setting of common objectives and the systematic data collection on SCP, across sectors and locations, allows the identification of global emerging trends and strategic gaps and hence supports the network in prioritizing and planning, communicating results to stakeholders and mobilizing support based on implementation gaps and stakeholder needs.
- Addressing the fragmented data on SCP
- Serving as the basis for the identification of best practices that showcase the benefits of SCP, supporting the implementation of policies and initiatives (AR, 2019)
- Helping to unify the Programmes by informing them of what others are doing and supporting Programmes map their progress

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148. To date, 79 countries and the European Union have reported on SDG 12.1.1 since the 2017 SDG pilot reporting (Report to the HLPF, 2020), covering 500 policy instruments, and are meeting the indicator to different degrees. In 2019, 226 policy instruments and 81 implementing activities were reported. This knowledge base has served as a key resource to identify countries where enabling conditions for implementation exist, as well as for programmes to better understand policy progress in their sector and/or reach out to potential national partners. Data analysis has enabled the identification of emerging trends, and informed progress on the strategy and reporting to the HLPF. To date, the focus has been on trend analysis as countries are not collecting much data on the impact of policies (e.g. emission, employment). As more data are collected, opportunities for applying the data to inform scientific and political discourse will emerge more clearly.

149. In response to requests by national governments for the UN system to increase the accessibility and transparency of SDG reporting and for practical guidance on SDG implementation, the custodian agencies of SDG 12 (UNEP, FAO, UNESCO and UNWTO), led by the Secretariat, developed a joint proposal for a global one-stop-

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[47] 10YFP is the legal entity to pull together custodian agencies. Custodian agencies are United Nations bodies (and in some cases, other international organizations) responsible for compiling and verifying country data and metadata, and for submitting the data, along with regional and global aggregates, to the United Nations Statistics Division (UNSD) on SDGs. These agencies may publish the country data in their own databases and use it for thematic reporting. The agencies are also responsible for developing international standards and recommending methodologies for monitoring and strengthening national monitoring and reporting capacity.

[48] A methodology for Member States' reporting on SDG 12.1 was developed and presented to the UN Statistics Division, which resulted into the reclassification of indicator SDG 12.1.1 (mainstreaming of SCP into national policies and instruments) as a Tier II indicator.

[49] Data for indicator 12.1.1. is captured through an online reporting system combining SurveyGizmo with the One Planet Network website.

shop on SDG 12, the **SDG 12 Hub − A common platform for SDG 12**. In collaboration with another UNEP/DG ENV GPGC Project Cooperation Agreement project[50], the Secretariat is developing the SDG 12 hub, which from July 2020 will facilitate reporting on all indicators under Goal 12 by providing national governments with a one-stop-shop to SDG 12. The SDG12 hub will reportedly include interactive progress overviews, reporting, metadata, guidance material, timelines, and support across the SDG 12 indicators accessible in one place, with live updates. The facilitation and the harmonization of the data collection and reporting enabled by the SDG 12 Hub will also contribute to the country ownership (Begeurie, 2020). The platform will be a multi-site with the One Planet network website, allowing users to switch between the two sites. It is also envisaged that the platform will link to other data tools and platforms which provide SCP related scientific indicators and data such as the World Environment Situation Room, OECD, GEGsLive and InfoMEA. The platform is to become the key access point for government official, the public and other stakeholders on SDG12, facilitating the sharing of progress, knowledge and solutions on SCP. It is the first platform of its kind across the SDGs. The Terminal Review of the project on the Development of an International Standard Methodology for Data Collection for SDG Global indicators, recommended that efforts made with the SDG 12 Hub should be extended to other SDGs to reduce the burden of SDG reporting at the national level (Begeurie, 2020).

150. The Report to the HLPF, 2020 notes that while 50% of all SDG indicators are now classified as Tier I, only 25% of SDG 12 indicators are classified as Tier I, with 42% at Tier II and 33% at Tier III as of December 2019[51]. Thus, there is a clear information gap hindering the assessment of challenges, measurement of progress, and identification of solutions to achieve SDG 12. Through the SDG 12 Hub, the One Planet network, along with custodian UN agencies, is supporting countries to bridge the SDG data gap and implement SDG 12.

151. Reporting on the on-line platform is open all year round, however, most data are entered in January. In mid −February the reporting system is closed for a month for quality assessment and data analysis by the Secretariat. All partners with an official role in a 10YFP programme (which is specified on joining) have access to the reporting table through their MYSCP account. The reporting steps are as follows: (i) Find the projects you have uploaded on the site; (ii) Report on individual activities under each project[52]; (iii) Report on impact. Each impact is described and relationship explained in the context of SDG12 indicators. The impacts of activities are recorded against eleven options, including: (a) natural resource use efficiency (e.g. % of material used that is re-manufactured or regulated); (b) waste reduction

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[50] UNEP/DG ENV GPGC PCA Integration of Statistical and Geospatial Information for Monitoring and Reporting of the Environmental Dimension of the 2030 Agenda and the SDGs Phase I: Development of an International Standard Methodology for Data Collection for SDG Global indicators

[51] Tier 1 indicators are conceptually clear, have internationally established methodologies or standards and have data being reported on them regularly. For Tier II or III indicators either their methodology is still under development or they are yet to be consistently tracked by countries

[52] Categories of activities include − outreach and communication activity; production and use of a SCP knowledge resource or technical tool; policy instrument for SCP; A SCP M&R instrument; an integration of formal education on SCP; a SCP change in practice; a high level SCP commitment; Institutional arrangement or SCP.

(e.g. recycle rate; 3Rs – reduce, reuse, recycle); (c) water use efficiency (e.g. change in water use efficiency).

152. ***The M&R system faced some resistance and experiences across the programmes on reporting varies***. There is general agreement amongst the Programmes that the M&R system is better than the manual process in place at the start of the project. However, while a few interviewees considered the M&R system as easy to use once you were familiar with it, most did not find the on line reporting user friendly or fit for purpose and suggested that it be simplified.

153. Reporting across the Programmes varies and is largely influenced by whether partners have time to provide inputs, with some programmes hiring support to report progress and to collect data. The Sustainable Food Systems [53] and Sustainable Lifestyle and Education Programmes have found it harder to engage in monitoring and reporting. In recognition of the challenges facing the programmes in terms of reporting, the Secretariat increased the direct support provided to the Programme Coordination Desks. This has resulted in an overall increase in reporting activities and an increase in data collection at the outcome level for the last two years. However, not all the programmes have engaged and accepted the support from the Secretariat thus reflecting in the continued difficulties with the process. The SLE programme increased the level of reporting significantly last year.

154. The system requires 'double reporting', in that you first have to upload a project on the website and then separately report on its results in the reporting system, which is hard to explain and sell to partners and quite often the second step is not done. Due to the difficulties developing the website (*discussed below*), it was not possible to fully integrate the M&R system into the website as hoped. The decision was therefore taken to embed a survey tool in the platform. While this increases flexibility in the sense that it is possible to go in and change questions on the survey (without asking the web development company), it also means that the survey and database are not integrated into the backend structure of the website. The 'double reporting' system is a hinderance and has made the user experience confusing. This issue is being addressed through the ongoing development of a simpler reporting process.

155. It is also not obvious to partners what the benefits are to them individually, so the incentives to report are low while the burden is perceived as high. In most cases, the Programme Coordination Desks have been doing the reporting due to the difficulty of getting partners to report and to save time for partners who are busy, but this may not fully reflect what has been achieved and requires a lot of resources from the Programme Coordination Desks. The Secretariat is cognisant of the difficulties and the aim is that the changes in the systems and processes that are underway will promote a better showcasing and communication of the benefits of

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[53] SFS has no resources to push for reporting and to encourage partners to provide information. It is also difficult for FAO to use the reporting system as it has 1,000 projects with different project managers. As a result there is underreporting of SCP activities.

reporting. A number of initiatives, such as improved communications included the development of a new section on the website:

156. https://www.oneplanetnetwork.org/why-report-your-progress-sdg-12. and the production of email templates and tailored messages for CDs have already been implement.

157. The majority of respondents to the NFP survey stated that the on-line reporting system was user friendly (90%)[54], and rated the quality of support and guidance which they all received from the Secretariat on SDG12 reporting as either very high quality (13%) or high quality (48%)[55]. The main challenges facing NFPs related to M&R are the shortage of staff to undertake reporting, the effort needed to collate nationally dispersed dataset across institutions and / contacts and the lack of data, especially impact data. NFPs also highlighted that surveys were too long and rigid to accommodate different government organisation structures; and, that they faced challenges with the poor internet connection. It is important to note that many of the difficulties raised are not specific to reporting on SDG12 and / or within the Secretariat's means to influence. Recommendations to improve the M&R framework included: (i) making the system more user friendly and simpler; (ii) providing a streamlined downloadable survey format to make it easier to collaborate and collect information; and, (iii) regular interactions with NFPs to support reporting.

158. Given that most of the information and data for reporting is at the country level, more needs to be done to support countries develop their data bases and collation process. Countries have different SDG12 focal points to NFP, 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.

159. Mobilizing the network to report on progress on SCP through the joint framework of indicators is a recognized challenge (Final Project Report, 2020). To facilitate this, the Secretariat has developed support materials and capacity-building activities, along with progressive improvements to the reporting process based on the feedback received. The Secretariat is also trying through discussions, meetings with Programmes, development of tools, capacity building and analysis to demonstrate the value of M&R and use of data to motivate partners to report. The Secretariat is exploring a number of ways to enhance the functionality of the M&R system and the way the data are used and presented, for example: (i) identifying parts of the value chain where changing SCP practices will have the biggest impact; (ii) presenting success stories and good practices in other parts of the website; (iii) making it more user friendly and minimizing risk of mis-classification through

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[54] Based on 20 responses (14% of NFPs). The responses were: Extremely user-friendly (0%); very user friendly (35%); somewhat user-friendly (55%); not so user friendly (10%); not at all user friendly (0%).
[55] Based on 23 responses (16.5% of NFPs). 39% of respondents through the support and guidance had been of high or low quality, and no responses rated it as low quality.

harmonisation of methods; and, (iv) providing ongoing guidance and capacity building for users.

160. The One Planet Network online M&R system with its link to SDG reporting is a unique process within UNEP. This experience has enabled the Secretariat to promote M&E in UNEP and reached out to other units with the ambition of aggregating reporting across SCP initiatives across UNEP. This could be promoted through the provision of greater visibility for other UNEP initiatives as part of the reporting process.

161. Other activities under Output B include*: **Development and maintenance of the consolidated portfolio' of 10YFP activities.** The Sustainable* Tourism Programme proposed to create a database of initiatives (portfolio of work) and annual magazine. The Secretariat expanded the approach and has supported other programmes to collate their portfolios; and, **Cooperation with the IRP-** discussed under output D.

Output C: Increased access by 10YFP stakeholders to technical assistance and capacity building for SCP mainstreaming

162. **Number of cooperation, knowledge sharing or regional multi-stakeholder fora on SCP contributing to 10YFP.** Cooperation and knowledge sharing dialogues have taken place over the project, leveraging existing regional fora platforms in Asia Pacific, Europe, and Latin America and the Caribbean, reaching the end of project target of 4. An inter-regional dialogue was also organised by the South-South Cooperation Conference on SCP held in Brazil in 2017, to promote South-South learning. These platforms also informed *national* roundtables on SCP (Maldives 2016, Kazakhstan 2017, Bhutan 2018). In 2019 there was: a Meeting of the NFPs of the Western Europe and Others Group in Switzerland; SWITCH Asia Policy Dialogue on SDG12 Reporting / Regional Networking event in Vietnam; and African Roundtable on Sustainable Food Systems, organized jointly with the Sustainable Food Systems Programme of the One Planet network and SWITCH Africa Green in Kenya.

163. **Number of capacity-building opportunities and tools offered by the 10YFP.** A range of capacity-building opportunities and tools were developed to support NFPs and One Planet network partners, reaching the target of 6 by the end of the project. These include:

- **The Toolkit for NFPs**, launched at the South-South Cooperation Conference on SCP in April 2017;

- **E-learning course on introducing SCP** in Africa and Latin America and the Caribbean developed in cooperation with UNITAR. The course in Africa in 2016 had 65 participants, 54% of whom were from the Government Sector. The course was rated as very or mostly useful by 100% of participants (One Planet Network Evaluation Report);

- **A SDG Learning Workshop** organized with UNITAR and the IRP at the HLPF on Sustainable Development in 2018[56]. This workshop had 36 participants who were from national government (11%), NGO and civil society (42%), private sector (8%), academia (22%) and international organisations (22%). 95% of participants found the course completely or mostly useful (One Planet Network Workshop Report, 12 July 2018);

- **Capacity-building sessions and tools** on SDG 12.1 reporting (Frequently Asked Questions and webinars);

- **Organization and facilitation of thematic webinars and workshops for NFPs**. Webinars cover cross cutting issues and programmatic themes (e.g. social dimension of SCP; scientific approaches and tools for SCP) and are a good opportunity for exchanging views, showcasing innovative national policies or initiatives across the network and encouraging dialogue. The initial idea was to alternate the coordination of the webinars between the Secretariat and Programmes, but the Secretariat has run roughly twice the number of webinars than the Programmes. Other partners such as the IRP and LifeCycle initiative, have also led webinars. In the second half of 2019, monthly webinars were organized reaching 45 countries (Final Project Report, 2020).

- **Online training on the SCP Hotspot Analysis Tool**, jointly developed with the Life Cycle Initiative and the IRP in 2018 (discussed in more detail under output D)

- **Coordination of capacity-building activities** co-funded by the UN Development Account and other donors in nine countries. This informed the development of national SCP strategies and identification of priority sectors in Honduras, Bhutan, the Maldives and Pakistan, and supported policy implementation in Argentina, Colombia, Kazakhstan, Lao PDR and Zambia.

164. Information sharing opportunities at global and regional level were also offered to NFPs and programmes' partners, including through collaboration with key platforms such as the EU-funded SWITCH projects in Africa, Asia and the Mediterranean. For example, in Africa NFPs have engaged in a range of events including – One Planet Summit in Nairobi, UNEA 4, African Round table on Sustainable Consumption and production (ARSCP) 2018; SWITCH Africa Green regional events and WEOG regional meeting.

165. The Secretariat has a role in providing guidance and support to countries on mainstreaming SCP into national policies and promoting SCP policies and initiatives, and seeking opportunities for rapid scale up of activities contributing to the 10YFP programmes in countries. The main mechanisms through which the Secretariat engages with the NFPs are webinars, promoting linkages with regional platforms, National roundtables (Maldives 2016, Kazakhstan 2017, Bhutan 2018) and communications related to reporting on SDG 12.

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[56] Systems thinking and policy planning for Sustainable Consumption and Production (SDG12): learning for impact across Agenda 2030.

166. Based on the NFP survey, NFPs have generally found capacity building initiatives organized by the Secretariat to be useful. For example, around 67% found the webinars either extremely useful (30%) or very useful (37%)[57]. For some, poor internet connections posed problems, and it was suggested that the webinars should be more frequent and focussed on Government priorities. The timing of events made it difficult for some geographical areas, although It was noted that it is difficult to accommodate all participants across global time zone. While recordings are available, this could also be addressed through running events regionally if resources were available.

167. Other types of capacity building events such as e-learning courses, roundtables and workshop have a more limited reach, with 57%, 62% and 39% of NFPs respectively stating that they have not attended such events (Table 6).

Table 6: Participation in capacity building initiatives and views of their usefulness

	Extremely useful (%)	Very useful (%)	Somewhat Useful (%)	Not at all useful (%)	Did not attend (%)	No of responses
e-learning courses	14	19	0	10	57	21
Webinars	30	37	18	4	11	27
Roundtables	0	29	5	5	62	21
Workshops	13	30	13	4	39	23
Others	0	24	0	0	76	17

Note: Percentages rounded to nearest decimal

168. Respondents to the NFP survey, were asked for their views on two key tools supported by the Secretariat during the project – namely – the Toolkit for NFPs launched in April 2017, and the SCP Hotspot analysis tool. Nearly half of the respondents (based on the 27 responsive received) said that they were not familiar with the Toolkit for NFPs (48%). Of those familiar with the tool, most found it useful (96%), with around 37% rating it as extremely useful. Similarly, 55% of respondents were not familiar with the Hotspot Analysis tool. All those familiar with it said it was useful, with 91% rating it as extremely or very useful[58]. Very few respondents (4) mentioned other guidance reports or tools distributed by the Secretariat, with Guidelines for Providing Product Sustainability Information, being the only other product noted. The majority of respondents (73%) stated that they had not received any further support from the Secretariat (e.g. on the development of a country level strategy on SCP).

Output D. Scientific case for SCP strengthened and SCP knowledge base increased and disseminated

169. **Number of countries reporting in the Global survey on national SCP policies and SDG 12.1.1.** A second round of the Global Survey on National SCP Policies and Initiatives was organized in 2017/2018 and served as the pilot reporting exercise for Member States to report on SDG 12.1.1. Overall, 79 countries (and the European

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[57] Based on 27 responses (19% of NFPs)
[58] Based on 24 respondents (17% of NFPs)

Union) have reported on SDG12.1.1 – either as part of the pilot reporting 2017/2018 and / or in 2019, meeting the end of project target 75 was surpassed.

170. **Number of publications addressing the link between SCP and global challenges (Target 1)**[59]. The One Planet Network and the IRP collaborated on the development of a joint publication - '*Economic growth and natural resource use Breaking-up with 'Business as Usual'*[60]. The publication builds on the IRP's publication Global Resource Outlook launched in 2019 and addresses the link between SCP and global challenges, focusing on the contribution of SCP and resource use to "decoupling economic growth from environmental degradation" in accordance with the 10YFP (SDG target 8.4). The publication formed the basis of the input submitted to the review of SDG 8 in March 2019, and of the 2019 report to the HLPF on Sustainable Development, and also informed several of the network's documents and publications including the One Planet network's annual magazine. The Secretariat is planning to use key recommendations from the joint publication to inform planning and priorities of the One Planet network.

171. **Best practices on SCP complied and published (Target 1).** Data on the 320 outcome and impact level activities recorded in the M&R system for the 2013-2018 period were analysed to identify best initiatives and practices and published in the Mid-term magazine issued in 2018. In 2019, further dissemination of these best practices took place by featuring them in different communication materials including the 2019 Annual Magazine, video and social media.

172. Creation of a SCP knowledge base was one of the drivers for establishing the 10YPF, in order to draw together and provide coherence to the range of fragmented activities underway. Knowledge management is linked to the M&R system (discussed under Output B), which has facilitated the systematic collection of data and information and the revamp of the website under the project (discussed under Output E). Now that these are complete, there is more of a focus on how information can be better structured /organised, disseminated, and extracted by users, especially by countries. As it stands the network has collected a lot of information to support policies and the M&R system for Agenda 2030, but it is not easy to navigate this information; it needs to be better structured and user friendly. Looking forward, the engagement of a new web service provider and the creation of the SDG 12 Hub aims to address the issue of structuring and make results management and reporting more user friendly.

173. Countries are interested in the best tools or guidelines to help them implement SCP in their country. To meet this request, the Secretariat is undertaking a detailed review of the Programmes' portfolios and categorizing and cleaning the content (removing out of date and irrelevant information) and analyzing information to

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[59] A series of regional baseline studies was developed and disseminated through the One Planet network website (Shaping the Economy of Sustainable Development. Overview of policies and initiatives supporting the shift towards sustainable consumption and production patterns in Africa, Asia, Europe, Latin America and the Caribbean and North America
[60]
https://www.oneplanetnetwork.org/sites/default/files/one_planet_network_decoupling_economic_growth_from_environmental_degradation.pdf

better understand progress achieved and remaining gaps in policy development and implementation for SCP. A National Implementation Tool Box (general guidelines, tools, applications) was developed for the SPP programme (outside of the project period)[61], and it is planned to undertake similar activities for the other programmes.

174. The Final Project Report, 2020 notes that fragmented knowledge and initiatives on SCP is a key challenge which has been addressed through training on knowledge management and the development of an approach to curating, organising, extracting, and utilizing the vast amount of knowledge available across the network. However, for an effective knowledge management to be fully rolled out across the network, further support will be required in the next phase (Final Project Report, 2020).

175. An activity under output D was **to strengthen the science / policy interface at the national level**. The One Planet One Plan Strategy identifies the IRP as the strategic partner to demonstrate the impacts of shifting to SCP, and science-based approaches and tools to support policy design and implementation have been further developed and promoted, through active cooperation with the Life Cycle Initiative and the IRP (Box 5).

Box 5: The SCP Hotspot Analysis Tool

The SCP Hotspot Analysis Tool and methodology (SCP-HAT) (http://scp-hat.lifecycleinitiative.org), was jointly developed with the Life Cycle Initiative and the International Resource Panel and international scientific partners (the Vienna University of Economics and the Commonwealth Scientific and Industrial Research Organisation). It provides web-based data and hotspots analysis for 171 countries, considering material use, climate change, air pollution and health, and land use, together with key socio-economic indicators. The SCP-HAT informs national SCP policy-making processes and strategic decisions by providing data from both a domestic production perspective, as well as from a consumption footprint perspective, considering pressures and impacts along value chains. The SCP-HAT has been piloted in three countries – Argentina, Ivory Coast and Kazakhstan – and it is envisaged that it will be applied to more countries (Final Project Report, 2020). It is also being applied by UNDP in the context of Nationally Determined Contributions (NDCs) enhancement in 7 countries and may be applied in the coming months in a further 5-10 countries.

The official launching of the application took place at UNEA 4, in March 2019, including through the "Camp One Planet" exhibition (interactive SCP HAT booth and live presentations) as well as a Science Policy Business Forum session on "Science for Shaping Green Policies and Market Responses". The SCP HAT was broadly promoted across the network through information and capacity-building sessions[62] (Final Project Report, 2020).

The SCP- HAT is a good example of a concrete tool that can be used by countries to identify hotspots and prioritize areas of intervention and investment. The tool is being applied to inform

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[61] The SPP how explored with Senegal how the findings could inform their NDC exercise.
[62] For example, the National Focal Points and programmes partners (webinar, August 2019), African policy-makers (E-learning course on SCP, UNITAR), Resident Coordinators (UNEP-Resident Coordinators Africa Dialogue, September 2019) and the SWITCH Africa Green partners (SAG sectoral meeting on agriculture, November 2019). The tool was also offered at the 2019 SWITCH Asia networking forum (November 2019) and to UNEP staff from other units and regional offices. The application of the SCP HAT in countries where national SCP strategies are being developed was also encouraged, as in the case of Bhutan, where a one-day training was organized

the design of national SCP strategies and identification of high-impact sectors (e.g. in Bhutan and Senegal). A second development phase is planned to further strengthen the science / policy interface.

Output E. The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders including: Private sector, government, media, civil society, general public, UN system.

176. **Number of registered members on the SCP Global Clearinghouse.** The number of registered members of the One Planet Network website increased by 89% between 2016 and 2019, with more than 700 new registrations in 2019, the highest of any year to date. With a total of 5,130 registered members, the project exceeded the end of project target of 3,850. The Member Directory of the web platform has consistently been one of its most popular features, receiving between 5-10% of the total traffic to the website.

177. **Number of page views for 10YFP website.** The One Planet network website continues to be a key communications channel for the 10YFP and the platform has undergone a series of evolutions to improve its coherence and functionality. Since 2016, website traffic has increased each year, as evidenced by the average monthly page views, increasing from 7,878 in 2016 to 33,001 in 2019. Since 2018, the project has exceeded its target of an average of 14,000 page views per month. In the 2016-2019 period, there were nearly 900,000 pages viewed by almost 300,000 users.

178. **Number of communication products developed.** The project met the end of project targets with monthly updates (newsletters), 1 new and 6 updated brochures and 2 videos.

179. **Amount of media pick up from the 10YFP and SCP.** The project exceeded its target of 2,500 twitter followers, reaching 3,286 twitter followers by the end of the project.

180. **Revised visual identity and brand guidelines.** The revised visual identity, developed in consultation with the network, was adopted by the Board and included in the ministerial declaration of the HLPF 2018. The revised brand guidelines were issued shortly thereafter and in 2019 activities were oriented towards ensuring a consistent use of the visual identity.

181. **Number of country profiles made available to the network.** In 2019, 5 country profiles (Sweden, India, Vietnam, Colombia and South Africa) were developed based on the analysis of enabling conditions for SCP in more than 50 countries, as well as on the review of the One Planet network reporting database. The format is a 2-page document with key information on national sustainability trends (using the SCP Hotspot Analysis Tool), policy highlights (e.g. existing national action plan on SCP), One Planet network partners in the country as well as key projects or activities implemented in the country through the 6 programmes of the One Planet network (Final Project Report, 2020).

Rebranding of the 10YPF and 10YFP communications strategy

182. The objectives of the One Planet's communications strategy 2016-2018 was to strengthen the brand, engage key actors and be a reference for SCP. The priority target audience for its campaign were policy and business decision makers in order to reach a wider audience than the 10YFP.

183. The 2017 network-wide communication survey highlighted a sense of frustration within the 10YFP community. The '10YFP' as a name lacked meaning to stakeholders and was not immediately relatable to SCP. The MTR provided the platform for rethinking the communications approach and rebranding the network.

184. The renaming of the network was a tactical decision aimed at making the network as accessible as possible to various constituencies, and thereby increasing its visibility. The new name 'One Planet' is designed to highlight the scope and scale of partnerships. While the 10YFP remains the network's name in the official agreement, the One Planet Network is used for messaging and outreach. The Final Project Report 2020 states that stakeholders consistently reaffirmed that naming the network has had a positive effect on their communication and outreach effort. However, based on the interviews for this evaluation, views are divided on the need and efficacy of the rebranding. It was acknowledged by some that the rebranding had helped with communications with partners, and that brand identity is important especially in terms of engaging with the private sector. However, other stakeholders expressed scepticism over the renaming. While it is generally acknowledged that the One Planet Network is catchier, some Programme co-leads feel that the renaming has not made much difference and that the new name also does not portray what the network does, so it is still necessary to qualify what is behind the name. Donors felt that there was limited communications with them on the rebranding and that they did not support funding being spent on this. Based on the NFP survey, 68% of respondents felt that rebranding has increased traction on SCP initiatives at the country level to some extent, while 32% of respondents felt that it had had no effect in their country, and 27% felt that the impact had been 'moderate' to 'little'[63].

185. The network's first **communication strategy** is woven into the overall One Plan for One Planet strategy 2018-2022. It aims to demystify SCP and strengthen network-wide advocacy efforts. The communication approach also focused on a revitalization in storytelling across the network, through for instance, the development of the 360 Degree video series of SCP projects around the world. In line with the Strategy, the 2030 Agenda and the cross-cutting nature of SDG12 has been central to all 10YFP communications efforts[64].

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[63] Based on 22 responses (15% of NFPs). The rebranding of the 10YFP to the One Planet Network is considered to have increased traction on SCP country initiatives at great deal (9%); a lot 32%; a moderate amount (23%); a little (4.5%)` and not at all (32%)
[64] A graphic presented in the Strategy (page 11) was designed to illustrate how SDG 12 can function as an integrated approach to the entirety of Agenda 2030 and all activities at the High-Level Political Forum on Sustainable Development were targeted at maximizing the visibility and impact of the 10YFP in the context of the 2030 Agenda for Sustainable Development. A small 'sticker style' graphic that states 'Implementing SDG12' was created to brand the network's activities—ranging from flyers promoting the launch of the Strategy, to the cover of the Mid-Term Magazine.

186. In integrating the 'One Plan for One Planet' strategy in the Programme workplans, the Programmes have also cultivated a communications plan. Each programme has defined an aspirational target towards which they will work. In 2019, the Secretariat focused on supporting the programmes on their specific and cross-programme communication efforts, and held communication training sessions at key stakeholder events (such as programme MAC meetings, the annual Coordination Desk meeting and the annual Executive meeting) (Final Project Report, 2020). As discussed under Output B, a a number of programmes reported good support on communications (e.g. social media posts), especially in recent years.

187. Overall, the project has produced a diverse range of high-quality information tools, as summarised in Box 6.

Box 6: Overview of key communication outputs / tools

- **5-year magazine 'Five Years in'** was launched at the second executive meeting **May 2018**. It features success stories, case studies, learning and direction for the One Planet Network.
- **The 360-degree video series of projects around the world** was developed in collaboration with the Simon Fraser University in Canada as an innovative communication approach to facilitate understanding of SCP. The videos are also contributing to research on how different types of media can help to connect with diverse groups. The SCP in 360 videos consist of 6 films covering the UN regions, and work with headsets. In 2018, an overall video on "SCP in 360 Degree: SCP like you have never seen it before" was developed and screened at the High-Level Political Forum on Sustainable Development. A campaign was launched in July 2018 to bring the videos to a global audience.
- **Other Videos**: In 2019, a video on 10 tips to support sustainable food systems was developed in the context of the global conference organized by the sustainable food systems Programme.
- The **global public campaign 'Camp One Planet'** is an interactive exhibition. It was launched at the High-Level Political Forum on Sustainable Development in 2018 welcoming over 3,300 visitors. The exhibition was visited by Member state delegations and senior management within the UN system (including the Heads of three UN agencies). The exhibition covering over 90 square metres featured multimedia displays of curated highlights from the network, the 360-degree videos and a customized photo booth. New tools and solutions from across the network were featured, such as: The Sustainable Rice Platform (Sustainable Food Systems Programme), The Good Life Goals (Sustainable Lifestyles and Education Programme) and the SCP Hotspot Analysis Tool. The materials used were all recyclable and provided by members of the network. The 'Science, Policy and Business Forum' and the fourth UN Environmental Assembly (Nairobi 2019) featured the second iteration of the 'Camp One Planet' exhibition. The camp received media coverage from BBC Africa.
- **Newsletters**: monthly updates on progress, achievements and decisions are circulated to the One Planet network monthly.
- **Brochures**: in addition to the 6 brochures of the 10YFP programmes, a new four-page brochure on the multi-partner trust fund for SDG12 was developed.
- **Social media**. The communications strategy acknowledges social media as part of a holistic communications approach along with other important channels such as the website and email newsletter. The key role of **Twitter** is to reach new audiences and to reengage existing audience by driving them to the One Planet network website where

they can interact on a deeper level and explore tools, resources, projects and members. In line with this strategy, a decision was taken to consolidate the Twitter presence of the 10YFP into one single account, to focus efforts. From 2016-2019, the number of followers of the @10YFP increased on average by 50-100 new followers each month. Total impressions of @10YFP Twitter content also increased during this period, initially averaging at less than 10,000 per tweet in 2016, to an average of around 30,000 impressions per tweet. In 2019 the One Planet Twitter account, reached the highest numbers of impressions, with 7 months seeing more than 40,000 Twitter impressions, and the most successful month of July seeing 58,000 Twitter impressions. In 2020 twitter account was decentralized to enable Programmes to twit directly.

Development of the Global SCP Clearinghouse online platform

188. The website is the main visibility and outreach channel of the One Planet programmes. As well as serving as a communications platform, it can be used by partners to connect to and collaborate with people, organizations, and initiatives, showcase work, link work on SCP to the 10YFP Agenda and for M&R. The website is membership based and user driven.

189. The original website from 2013 was re-vamped in December 2016, in consultation with the Programmes to respond to their needs and update its technical features. Since then, subsequent evolutions have sought to improve the website, e.g. by the development of programme portfolios, setting up the annual reporting exercise on the online platform, and adding a news / events section in December 2019.

190. A lot of effort has been put into the development of the website, which has been a challenging and lengthy process. While it took time to understand the priorities of the Programmes / 10YFP leads, the development of the website was also delayed due to difficulties with the web developer. A common view in the Secretariat is that the performance of the web development company was of poor quality and not value for money. A lot was sacrificed from the original specification for the website, due to misunderstanding on scope and under-estimation of cost; the system is not fully integrated. In hindsight, more time should have been spent on the specification for the work to ensure all parties had a common understanding from the outset and the work fully budgeted by company.

191. Under current procurement arrangement the project/Secretariat was required to go through the UNEP Paris IT Department, where one French company has a monopoly on digital support work across the economy division. This arrangement was put in place 5 years ago to address issues that had arisen with projects individually contracting web consultants such as no continuity in web maintenance and websites being hacked. The selection of a sole web developer to fulfil the needs of the division was intended to bring economies of scale, better coordination and consistency in development and better security.

192. While 14 websites have been satisfactorily developed by the division's contracted web developer, there have been delays and issues in some cases, especially in more recent years due to the increase in the workload. The Secretariat has lodged numerous email complaints regarding the current provider and has spent a lot of

administrative time trying to engage a suitable alternative. Other UNEP staff, outside of the 10YFP, have also registered email complaints. However, there was no formal performance review of the web developer. The Secretariat is aware that external stakeholders including programme co-leads, MAC members and partners have been frustrated with the shortcomings of the One Planet website, and in response many programmes and partners have built other websites. This has the effect of diluting the overall impact of the network, confusing stakeholders, as well as wasting time, money and efforts. The Secretariat has recently signed a contract with a web development company based on their bespoke requirements and as of October 2020 work is underway to refresh and repair the website.

193. From UNEP's side, over the past 2 years, the IT Department has been working with procurement to establish a new web support contract, to replace the existing contract when it comes to an end. This should be in place in November 2020 and should address many of the issues faced by the 10YPF. The new framework contract will include 4 companies with a range of skills. It includes an award-winning web developer for projects requiring a high-tech solution.

194. **The databases are not well integrated**. The website has 4 data bases covering: (i) members; (ii) projects; (ii) resources, and (iv) organisation. M&R data, as discussed above, is in a separate but connected system. While each programme manager has a list of partners in an excel spreadsheet, there is no overarching view of the network members, although this is the main currency and asset of 10YFP and central to collaboration. As a consequence, processes are time consuming, which, in turn, can have potential negative effects on the level of engagement with the partners. There is also a certain level of operational risk as data could be lost. The Secretariat reported that work is on-going to address these issues.

195. The Final Report, 2020 states that 'The platform uses advanced technology to provide a smooth and intuitive user experience allowing members to easily search through thousands of projects, resources and members in order to find out who is doing what, and where'. As a global network the One Planet website is considered to be very important, and while users across the Programmes who were interviewed acknowledge that improvements have been made, most said that the website is not easy to use and further improvements are needed. There is limited browsing capability, information is not well curated or up to date and it is not easy to find information. The Exchange space on the website is currently 'dead space', as no discussion / information is uploaded, which is seen as a liability. The website has too many tools and manuals which are not applied and there is a need to review and synthesize the information. Rather than a focus on quantity, the One Planet Network needs to maintain a standard of excellence, so that only the best tools are promoted, based on expert review to better support countries.

196. The One Planet Network have democratized their site; the Programmes are responsible for various parts, reducing the Secretariat's workload and in theory building ownership by partners. It is therefore important to engage and motivate the community to contribute to the website. However, the sub-sites on the Programmes

are reportedly difficult to update and it is not possible to filter information in a useful way.

197. The NFP survey results indicate that most NFPs use the website (96%), with around 58% of NFPs using the website at least once a month[65]. Views on the website were largely positive, with around 86% of respondents agreeing that it was easy to access information on the One Planet website, 73% agreeing that the One Planet website had been successful in generating knowledge and around 73% agreeing that the information on the One Planet website was relevant to their work and their country's priorities[66] (Table 7).

Table 7: NFPs' views on One Planet Website

	Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	No
It is easy to access information on the One Planet Website	33	52	10	5	0	21
The One Planet website has been successful in generating knowledge	32	41	27	0	0	22
The information on the One Planet website is relevant to my work / country's priorities	27	45	27	0	0	22

Note: Rounded to the nearest decimal

198. Recommendations on improving the website and communications on the One Planet Network noted by the NFP survey respondents include: (i) translating the website content into the 5 languages of the UN; (ii) introducing email alerts when new information is added to the website; (iii) curating and simplify the information on the website given that at present 'too much information kills information'; and, (iv) including other knowledge issues besides the six themes of the One Planet Network.

Output F. Resources for the 10YFP and its trust fund are administered and further mobilized

199. **Number of funding mechanisms and/or opportunities relevant to SCP and the 10YFP identified in the 10YFP Secretariat funding strategy**. The project identified 67 finance mechanisms, exceeding the end of project target of 60, however the identification of these potential financing mechanism did not translate into actual flows of finance or uptake of a broader base of funding sources. During the project there have been two main phases to Resource Mobilization. Between 2016 and 2018, the Secretariat developed a Resource Mobilization Strategy for the 10YFP/One Planet network, which included a list of SCP finance mechanisms categorized by Programmes for the use of their networks and regions. The

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[65] Based on 24 responses (17% of NFPs). Usage of the website based on survey responses are – every day (4%), about once a week (21%), a few times a month (25%), once a month (8%), less than once a month (37.5 %), never (4%).
[66] Alexa.com /site info/ oneplanet network.org – ranks website relative to other sites in same space. According to this site over the last 90 days the One Planet network ranked 476,125, lower than the GGKP site at 255,661 but higher than PAGE at 1,797,880 for un.page.org (accessed 12 August 2019).

Secretariat reportedly held calls with the programmes to share information on resource mobilization and present on specific finance mechanisms such as the Green Climate Fund, Global Environment Facility, Horizon 2020, however the Network has not been successful in securing money from these sources. From July 2018 and throughout 2019, in line with the 'One Plan for One Planet' strategy, the Multi- Partner Trust Fund for SDG 12 was established as a new funding mechanism to support the implementation of the 10YFP and SDG 12. This included a revision of the Resource Mobilization strategy and enhanced coordination with the UN Agency partners in the Fund – additional finance mechanisms were identified, based on the new target groups for the Fund.

200. **Financial contributions to Trust Fund.** The project secured 6 financial contributions to the 10YFP Trust Fund exceeding the end of project target of 5[67]. From 2016 to 2019 the 10 YFP Trust Fund received financial contribution from[68]: (i) the Ministry of Environment of Japan; (ii) the Ministry of the Environment and Energy, Sweden; (iii) the Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany; (iv) the Ministry of Foreign Affairs, Finland; (v) the Ministry of Environmental Protection, Israel; and, (vi) the Korea Environmental Industry and Technology Institute.

201. **Number of calls for proposals or calls for expression of interest by the Programme to implement work areas organized by the 10YFP Secretariat under the 10YFP Trust Fund.** Five calls for proposals were organized by the 1 Secretariat during the project under the 10YFP trust fund, exceeding the end of project target of 3. These were: a call for proposals for the Sustainable Food Systems programme; 2nd, 3rd and 4th calls for proposals for Sustainable Lifestyles and Education programme; and, 1 call for expression of interest for Sustainable Schools competition under the Sustainable Lifestyles and Education Programme.

Resource mobilisation

202. SCP has been recognised as seriously under resourced by the UN Secretary General (Dalberg, 2017). It is the least funded SDG, despite its centrality to the 2030 Agenda (Figure 6). For the project, resource mobilization has been a difficult area that has not worked as well as expected. By the end of 2019, the Trust Fund had attracted US$14,340,574 in funding. This amount, was insufficient to fund large scale projects[69] or diversify and upscale to the level needed to have an impact. The 10YFP Resource Mobilisation Strategy estimated that the 10YFP TF required US$10 million per year for 2017-2022 for the 10YFP to fulfil its objective, but had secured additional funding for this period when the strategy was drawn up. Additional

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[67] This is however considered to be weak target, in that the number of contributions does not reflect the amount of resources actually secured -   which is what is important at the end for greater effectiveness of the network.
[68] Some donors provided multiple contributions during the project period, namely Germany (3), Japan (2) and Sweden (2).
[69] The inability to fund large scale projects was also due to the earmarking of funds from Japan, the TF's largest donor, for micro and small-scale projects.

funding was also required to support the 10YFP programmes and the core functions of the Secretariat. It was not intended that the TF would be the sole source of funding. The failure to generate funds remains a big disappointment across the network.

Figure 6: Funding for SDG 12 relative to other SDGs

*In USD Million; Graphic based on data directly from the UN Secretary General report on repositioning the UN development system for the delivery of Agenda 2030.
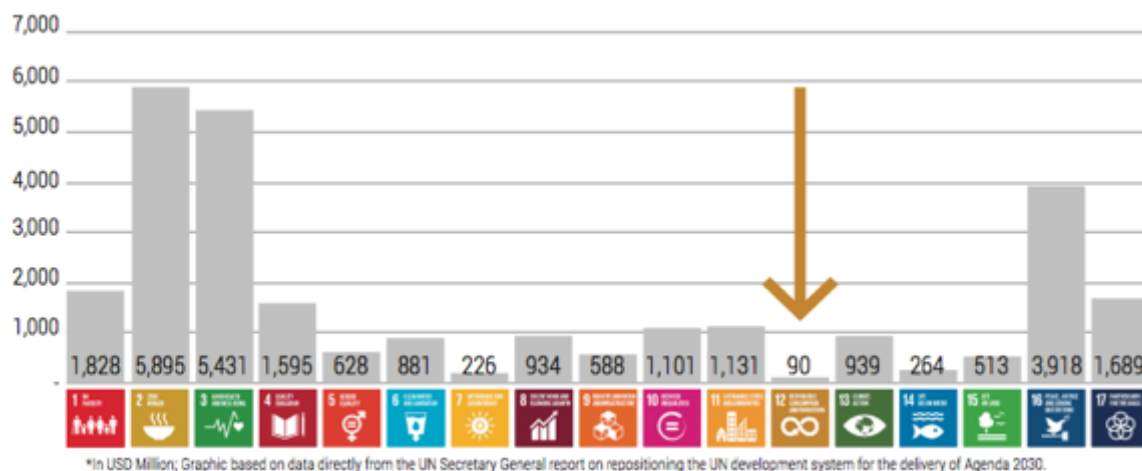
203. Programmes expressed disappointment at the low level of funding available. For some programme partners, the TF and the prospect of securing funding from the 10YFP had been key reasons for joining the network [70]. Most of the Programmes put a lot of time in developing Flagship project proposals in 2015 (prior to the project), at the request of the Secretariat. A number of good proposals were prepared but no money was leveraged by the Secretariat to implement them. The failure of the flagship projects and general lack of available funding along with the delays in project implementation reportedly resulted in a number of partners (including MAC members) disengaging from the network and deterred donors. During the project, the Programmes had hoped for more support and efforts on fund raising[71]; and interviewees considered that the Secretariat neither had the resources to support resource mobilisation across the programmes nor an effective strategy.

204. In some cases, UNEP is perceived to be supporting programmes in direct competition with each other, which is reportedly confusing for companies in terms of understanding what programme they should join and support. A case in point is the Global Alliance on Buildings and Construction (GABC) and the 10YFP SBC Programme. UNEP hosts the Secretariat for the Global ACB, launched by French

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[70] However, it is noted that for some Programmes / Partners the Network was not seen as a means of securing funding but a way to share knowledge on best practices and implementation experiences.

[71] A number of programmes tried unsuccessfully to raise funding. The SFS started later than other programmes, and did not participate in the request for flagship project proposal. Instead they worked on their own Research Mobilization Strategy, launched in 2016. Under this several members joined ad hoc alliances to apply to various calls for proposals around themes they were working on and had some limited success in raising finance. The SFS has also set up affiliated projects, whose role is to build impact and links, not necessarily to bring in funding.

Government with UNEP at COP 21 in 2015. There is perceived competition between the GBAC and SBC for resources, which has led to frustration among partners. In principle, the mandates of the two initiatives are designed to avoid duplication and competition of resource and promote coordination. For example, the GABC is a networking platform to share information and was designed to focus on climate mitigation, while the SBC is broader (e.g. it also covers job creation and health issues) with a focus on implementation. The French Government is part of SBC MAC, and the SBC coordinator sits on the Steering Committee of GABC. The distinction between the two initiatives has been partly blurred by the fact that the SBC has been unable to secure a sizable budget for implementation, and over time the overlap between the two initiatives has increased. The current situation is not considered sustainable and either a clearer justification for maintaining the two initiatives is needed (with the SBC clearly defining their level of ambition, niche area of focus and Theory of Change), or the two initiatives should be merged.

205. One main challenge, which has restricted resource mobilization, is that SDG 12 / SCP is narrowly perceived by policymakers, donors and the wider public as an environmental goal rather than cross cutting.[72] Reinforcing this, the 10YFP has largely been working with Environment Ministries, who typically do not have the political voice and weight to effect change across other Ministries and sectors of the economy or to generate finance. The Secretariat has been relatively slow to appreciate the importance of engaging with the Ministries of Finance and Planning Ministries, and of building awareness of the economic and social arguments (alongside the scientific case) associated with SCP.

206. Nonetheless, during the course of the project, the Secretariat put strategies in place to better mobilize funding and work in a more multi-ministerial and integrated way (Final Project Report, 2020), including:

- Restructuring the Trust Fund from a UNEP managed Fund to a Multi-Partner Trust Fund with several UN agencies – each with their respective mandates and Ministry focal points (*see below*).

- Ensuring high-level support from the partner UN Agencies in the Fund at Assistant Secretary General level or above – to help expand the high-level engagement to other ministries.

- Creating a more economic centred narrative that highlights clearly the economic gains from implementing SCP.

- Reaching out directly to Ministries other than Environment, notably those of Foreign Affairs and Development Cooperation.

207. *An activity under output F was to **manage the 10YFP Trust Fund and administer its online management platform.** The mandate of 10YFP included the creation of a TF, administered by UNEP[73]. The Secretariat is effectively the administrator and has*

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[72] The review of SDG 8 in 2019 provided an opportunity to shift the narrative on SCP to one of a more cross-cutting nature beyond environment, as the 10YFP is explicitly referred to in SDG target 8.4 (AR, 2019)

[73] The decision of the UN General Assembly 67 (A/RES/67/203) 21 December 201 requests ' the United Nations Environment Programme to establish a trust fund for sustainable consumption and production programmes to mobilize voluntary contributions from multiple sources, including public/donor contributions, the private sector and other sources, including foundations'.

managed a competitive selection process through open calls for project proposals. Five calls for proposals were organized by the Secretariat under the 10YFP TF since 2016 as described above. Grants for selected projects were administered by the Secretariat in addition to the provision of assistance with project implementation in collaboration with the programmes. Between 2013 and 2019, the 10YFP TF had supported 57 small scale projects in Africa, Asia-Pacific and Latin America and the Caribbean, each valued on average at US$200,000 over 2 years. Referred to as demonstration projects, they have been used for advocacy, showcasing best practices[74], and demonstrating progress on SCP in the 10YFP's first 5 years across thematic areas. Efforts have been made to ensure inclusiveness in the allocation of funds. The Programmes felt that the Secretariat had done a reasonable job in administering the TF, but funding was slow to materialize (up to 1 year). The projects helped build ownership by MAC members, but were too small and not scalable. The Secretariat, however, had no influence over the scale of around 70% of the projects funded by the TF which were earmarked by the donor for micro and small-scale projects.

Multi Partner Trust Fund

208. In 2017 it became evident to the Secretariat that the small-scale projects being supported through the TF were not delivering impacts. This was supported by the MTR findings and reports from the Secretary General on SDG 12. It was therefore decided to strengthen the TF, and at the HLPF in July 2018, six UN agencies signed a Memorandum of Understanding (MOU) to establish a MPTF[75]. The MPTF is intended to address fragmentation and scale issues and enable funding to become much more strategic and impactful.

209. The Secretariat put considerable work into designing the fund, securing high level support (including from the Assistant General Secretary) to establish the fund, raising its profile and supporting its operation. The main goal of the MPTF being to support implementation of the One Plan for One Planet Strategy, with its focus on implementation at the country level. Sixty-five percent of funds are to be assigned for national components, while 35% to the global component. Globally, the fund intends to support strategic initiatives such as monitoring, knowledge management, communications and advocacy, developing collaborative initiatives and seed funding for the national programming cycle. The national component is expected to focus on implementation of SDG 12 at the national level. It will only be activated when the Fund goes beyond US$5 million, the estimated amount of funding required per country. Projects will be executed by the responsible UN agencies with operating presence at country level. Fund management has been outsourced to the MPTF Office (MPTFO) based in New York, who will receive funds from donors and allocate them to participating agencies. The Secretariat is the

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[74] Trust Fund projects were the source of best practices showcased in various communication materials of the Secretariat, such as Camp One Planet at High-Level Political Forum 2018 and One Planet network magazines of 2017 and 2018

[75] The six agencies are UNEP, UNDP, the Food and Agriculture Organization, UN-Habitat, the UN World Tourism Organization, and the UN Office for Project Services.

technical secretariat for the Fund, while the MTPF Steering Committee decides what projects to fund.

210. The MPTF is expected to bring a range of benefits (Figure 7) including: (i) the means to leverage finance through the relationships different MTFP agencies have with different ministries, donors and stakeholders (including the Programmes)[76]; (ii) increased visibility and high level support of the One Planet Network driven by the six UN partners; (iii) lower transaction costs (1% administrative costs and 7% Programme Support Cost (PSC)); and, (iv) potential strengthening of UN country teams through the implementation of projects at country level.

Figure 7: Benefits of the MPTF
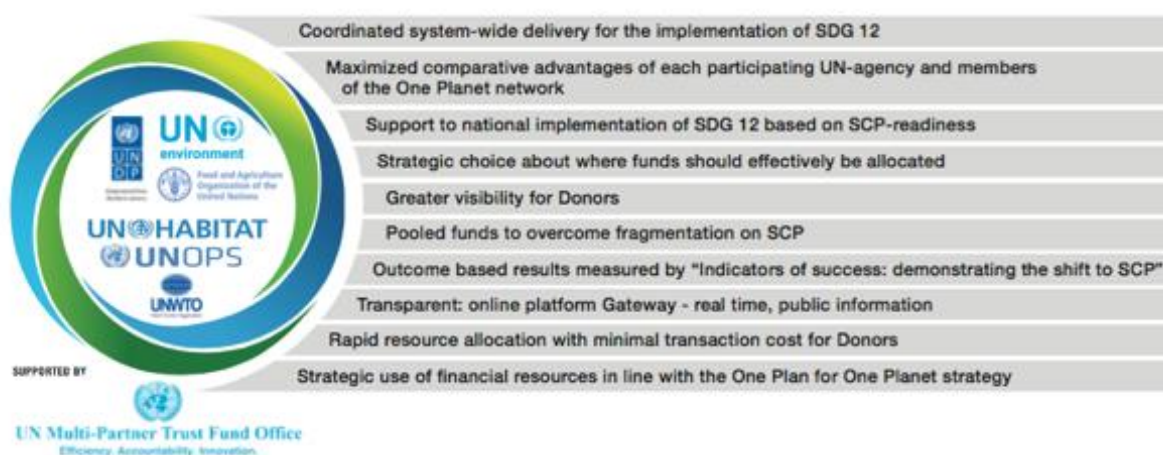
Source: One Planet Network

211. However, at the time of this evaluation, the MPTF had only secured US$ 1.2 million in funding from Germany and Denmark. This is significantly below the target for the level of funding of US$200 million written in the ToR for the MPTF as an indication of its capacity, and the ambition to provide US$5 million per country / project. It is therefore difficult to see how the MPTF is going to radically change the situation regarding funding and have an impact at country level. Funding challenges have subsequently become even more acute given the donor focus on health in the current COVID-19 crisis, and the reduced budgets facing businesses which they will want to use to support their own specific activities or objectives.

212. Recently, two global MPTF projects have been approved around the themes of Sustainable Buildings and Construction (SBC) and Sustainable Food Systems (SFS), involving collaboration across 5 UN Agencies (UN Habitat, UNEP, UNDP, FAO and UNWTO). Other Programmes and agencies are engaged in these projects, for example, the Sustainable Tourism programme, which has a focus on food value

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[76] For example, FAO has links with Agricultural Ministries and the Sustainable Food Programme, UNDP with Ministries of Planning and Finance; UNHabitat with the Sustainable Buildings and Construction programme; UNOPS – Public Procurement Programme; and, UNWTO with Ministries of Tourism.

chains and food waste, is well represented in the project on food systems, and brings together the UNWTO, UNDP, UNEP and FAO.

213. Key interviewed **donors** reported to have had expressed concerns about the MPTF and considered that a lot of time, energy and resources were used to create a trust fund, for which donors have limited enthusiasm. A key issue for donors is the limited say they will have on how their donations will be spent both thematically and geographically and visibility[77]. Many countries prefer their funds to be earmarked, which may be a fiduciary requirement. The optimal arrangement from the Secretariat's point of view and others is long term un-earmarked funds[78]. However, given that *not* earmarking funds is generally counterproductive in terms of attracting funding, some level of earmarking is likely to be considered (e.g. funds allocated to a region or project) to help attract funding. The expenditure deadlines placed on some donor contributions also restricts how funds can be utilised.

214. Similarly, some **Board members** expressed doubts around the MPTF, with some holding the view that the approach was very UN centric. To their view, there is a need to diversify funding and use more decentralized fund raising mechanisms (e.g. tapping into national funding in middle/high income countries). While the MPTF was discussed by the Board, a view was expressed that there was not enough engagement and scrutiny in the development of the MPTF by some interviewed Board members.

215. While the MPFT is seen as an improvement and has again raised hopes, in general, the **Programmes** are not convinced that it will be successful. Issues around the MPTF include: (i) it is a UN mechanism and only UN Agencies can apply for funding so it does not broadly benefit network members; (ii) Programmes were not consulted on the MPTF; and, (iii) some Programmes feel they have limited ownership in the projects being funded / and were not closely involved in their preparation.

216. The views of the **NFPs** on the MPTF were mixed. While the majority of respondents to the NFP survey felt that it would be able to enhance funding to some extent (62%), only 28% believed that the amounts generated would be significant, and 33% were not aware of the MPTF[79].

217. Other issues and suggestions raised during the evaluation regarding the MPTF are:

- Its lack of focus and broad coverage creates the risk of resources being spread too thin thereby limiting the likelihood of impact at scale.
- It is centrally driven by the UN but needs to be driven by countries based on national priorities and knowledge. Clear and practical proposals should be generated with

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[77] Any earmarking under the MPTF is approved by the decision of the Steering Committee. Donors are a part of the Steering Committee on a rotational basis.

[78] The UN Environment Assembly, made up of country governments, takes the position that funds should not be earmarked, as this supports coherent implementation, and minimises fragmentation. This is supported by the findings of the Transformation team in UNEP. Pooled funding which tends to be unearmarked or only lightly earmarked is supported by the UN development reform.

[79] Based on 21 response (15% of NFP). 9.5% thought the MPTF would enhance funding of SCP a great deal; 19% - a lot; 24% - a moderate amount; 9.5% a little, 5% - not at all. 33% were not aware of the MPTF

Governments, which the One Planet Network can then help to find money for. Ultimately, funding needs to be mainstreamed into Government budgets.

- Once the MPTF has raised US$5million it will be necessary to determine how to manage the call for proposals given that not all countries will be funded so as not to raise unrealistic expectations.

- Funding is currently from two EU countries. Funding from countries outside of the EU would help raise regional focus and interest, as donors can have a focus on particular geographies.

The way forward

218. The conceptual nature of SCP and the fact that it covers everything, coupled with the vast scale and scope of the One Planet Network, makes it difficult to grasp and define an entry point for funding. There is a need to narrow down and simplify areas (as the work on common themes such as food and plastics has attempted to do) so that the One Planet Network has a clear focus and value added based on Government's needs and priorities. This would help to attract donors.

219. There is a general view that resource mobilization functions need to be better resourced, strategic, diversified and more decentralized[80]. There also needs to be shared ownership across the network, and less dependence on the Secretariat.

220. Considering the level of funding raised to date and the need to be less centralised, it does not seem strategic to largely depend on the MPTF to implement at country level. Channels other than the MPTF need to also be explored. Fund raising needs to adjust to focus on identifying the priority work with Government and linking these priorities to the work of the Programmes. In this respect, the Secretariat can play an important role in building bridges with specific Governments to which it has access and developing Partnerships with other UN agencies with country presence where it does not.

221. Broadly speaking there are three options for resource mobilization: continue with current approach, adopt a hybrid approach, or entirely relieve the Secretariat of resource mobilisation responsibilities. A hybrid approach could involve the MPTF focussing on global initiatives with parallel processes pursued to secure funding for country level implementation. A more radical approach would be for the Secretariat to step away from resource mobilization and to focus instead on global aspects (policy processes, advocacy, knowledge management, M&R) where it has had most success. Resource mobilisation may be best done by others, particularly given the shift to the country level implementation, which calls for more decentralised approaches. This would require revisiting the role and management of the MPTF.

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[80] A benefit of centralized fund raising is that it can avoid Programmes individually approaching the same donor, if well-coordinated.

222. **Can Programmes support resource mobilization?** The SFS Programme has had some success in stimulating funding[81], although generally it is fair to say that overall the Programmes have had limited success mobilising funding. In theory, the Programmes could be more efficient in raising funds given that they have more targeted objectives and therefore can be more specific in their fund raising, which is more attractive to donors. One idea is for each programme to have their own Trust Fund while exploring, with countries, parallel funds from the Asian Development Bank (ADB) and the World Bank (WB) to support country level implementation given that the majority of the funding from these institutions is loans directly to countries, with relatively small technical assistance grants potentially attached to them.[82] However, this would require a stronger brand value and dedicated resources to mobilise funding.

223. At present Programmes struggle to fund the management of their Programmes let alone raise finance for implementation. While the Programmes are designed to encourage technical and financial resources from their partners and MAC members to support their objectives, minimal finance has been raised for implementation[83]. Programmes also have limited capacity to engage in resource mobilisation and some do not wish to play this role and /or do not consider it as their role to play (as part of a multi-stakeholder network). They are also not operational at the country level.

224. **Can countries/NFPs support resource mobilization?** Based on the NFP survey, there are insufficient and decreasing funds for SCP activities, while the costs of project implementation are rising. It is clear that as currently resourced and structured most countries / NFPs are not in a position to mobilize funds. The following challenges in terms of resource mobilisation were noted by the NFPs: (i) lack of skills and resources to prepare projects; (ii) lack of technical and financial partners to support implementation and monitoring of activities; (iii) the COVID crisis shifting priorities towards health and recovery; (iv) limited funding for SCP at the national level (it is not mainstreamed into action plans and budgets) and SCP is fragmentated across government systems; (v) some public finance authorities still have difficulties understanding SCP indicating that more awareness raising is needed to leverage funding of SCP; (vi) limited information provided to the banking sector on the profitability of SCP projects; (vii) insufficient capacities by NFPs on resource mobilisation and the complexity of accessing international finance; (viii) difficulty in showing the tangible results and impact of SCP to funding

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[81] The SFS Programme network, through key members such as FAO, UNEP, WWF and Switzerland, has undertaken efforts to influence the design of the <u>Global Environment Facility's impact programme on Food Systems,</u> to bring it in line with the aim and objectives of the SFS Programme. Both FAO and UNEP are playing an active role in the design and implementation of a number of GEF projects under this impact programme. Switzerland has been actively engaged in the shaping of FAO's Flexible Market Mechanism (FMM), ensuring that sustainable food systems became one of the priorities of this funding mechanism. FAO has been linking relevant projects being implemented under the FMM to the SFS Programme as affiliated projects.

[82] A view was expressed that the UN needs to drive resource mobilisation for the Programmes as accredited entities for key funds such as the development banks and the GCF.

[83] A number of Programme have co-leads and Coordination Desk staff funded by partners. For example, the Consumer Information programme benefited from contributions from the German International Climate Initiative (IKI) and from GPCG Residual Funds in cooperation with DG Devco. The Sustainable Tourism Programme benefitted from contributions of the German International Climate Initiative (IKI) and of the French Convention.

organisations in countries, financiers and donors and in convincing decision-makers about the importance of the 10YFP, when its focus is advocacy and it has no resources for fieldwork; and, (ix) the prevalence of overlapping or similar programmes and initiatives competing for the same funding and resources.

225. Despite the challenges in resource mobilization, there are several opportunities that could be explored in the way forward:

- SCP is frequently not an end in itself – but a way to address other problems such as pollution, waste generation and damage to ecosystems. The One Planet Network needs to link to these issues to better attract funding and articulate SCP's strong connections to climate change and COVID-19 recovery strategies across the Programmes, where funding is focussed. This approach is highlighted in the 10YFP Resource Mobilisation Strategy, which notes the need to identify how the 10YFP contributes to key agreements such as the New Urban Agenda, Paris Agreement and the 2030 Sustainable Development Agenda.

- It may be possible to source additional support for Programmes from existing funds at EU (e.g. Horizon 2020, LIFE)[84], which are yet to be explored by the One Planet Network. These funds are competitive, but the 10YFP has knowledge and skills to obtain the funding.

- The following opportunities to raise finance for SCP at country level were identified: (i) Donor funding through vertical funds[85] such as GEF and the Green Climate Fund; (ii) COVID recovery plans; (ii) demonstration projects to leverage public (fiscal allocations) and private finance for SCP approaches; (iv) encouraging private sector to invest in SCP patterns (create incentive frameworks, reduction of taxes on clean / energy saving technologies); (v) Other sustainable finance mechanisms such as taxation and green subsidies, green bond, CSR, microfinance, impact investments, public private partnerships

Rating for Availability of Outputs: Satisfactory

Achievement of Project Outcomes

226. The reconstructed project Outcome is: *The One Planet Network shows greater cohesion and collaboration behind a common vision, and an increased capacity, uptake of tools and resources for SCP mainstreaming*.

227. **Number of countries reporting on a national SCP strategy or mainstreaming SCP in a national development plan or sectoral strategy**. At the end of the project 79 countries and the European Union had reported over 500 policy instruments and activities, achieving the end of project target.

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[84] Horizon 2020 is the EU's biggest research and innovation Programme with nearly Euro 80 billion of funding available over 7 years (2014-2020). In support of Europe's Green Deal objectives, Horizon 2020 is set to launch a call worth close to Euro 1billion. The call will contribute to a green and digital recovery from the COVID pandemic and to increasing societal resilience for example in agriculture, biodiversity acceleration of renewables, clean transport and modernisation towards a clean and circular industry (www.ec.europa.eu).

[85] Vertical funds are global programs for allocating official development assistance that focus on a specific issues or theme.

228. **Number of 10YFP programmes launched and reporting activities to the 10YFP Secretariat**. The end of project target of 6 was reached. The official reporting of the programme activities was piloted in January 2017 and is undertaken annually according to the 'Indicators of Success' developed by the 10YFP Monitoring and Evaluation task force.

229. **Number of projects funded by the 10YFP trust fund**. 57 projects were selected for funding and administered under the 10YFP Trust Fund by the end of 2019, exceeding the end of project goal of 45.

230. **Number of Global SCP Clearinghouse initiatives submitted**. 900 Global SCP Clearinghouse initiatives were submitted exceeding the end of project target of 800. The number of initiatives on the web platform has increased steadily since the revamping of the platform in 2016 (+ 124%).

231. **Greater cohesion behind a common strategic strategy**: The MTR identified the multi-stakeholder network formed to support the implementation of 10YFP (the One Planet network) as a key element with the potential to be transformational. The adoption by the network of a common strategic vision, and the associated rebranding of the 10YFP as the One Planet Network has increased coordination and cohesion across the network. Greater cohesion and collaboration has also been achieved through a range of behavioral changes including high level political endorsement, enhanced cooperation across UN agencies (e.g. the establishment of the MPTF under which 6 UN Agencies have agreed to champion SDG12 together), new partnerships, greater synergies, sharing of tools, initiatives and best practices.

232. The development of the One Plan One Planet Strategy, built collaboratively with members, has provided a common direction for the Network as a whole, as well as gaining political support and enhancing visibility, as discussed in detail earlier. The project has also strengthened cohesion within the Network through the facilitation of consultative processes (Coordination desk meetings, Annual Executive meetings), the establishment of specific task forces (e.g. Strategy task force, Monitoring & Evaluation task force) and, the introduction of themes to build synergies and partnerships across Programmes. Collaboration with other key regional platforms, including the EU-funded SWITCH projects in Africa, Asia and the Mediterranean, and country-focused initiatives such as the Partnership for Action on Green Economy has also contributed to cohesion and collaboration across the One Planet Network. However, the lack of funding to implement projects has dampened enthusiasm among partners, some Programmes are operating more successfully than others and engagement with NFPs and other organisations and partners at the regional and country level needs to be significantly developed.

233. Based on the NFP survey, around 91% of respondents considered that the Secretariat had been effective in building cooperation and multi- stakeholder partnerships across the One Planet Network (6% felt the Secretariat had been extremely effective, 46% very effective and 21% somewhat effective)[86].

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[86] Based on 34 responses (24% of NFPs)

234. **Increased capacity, uptake of tools and resources for SCP mainstreaming**. Transformative action at scale requires knowledge, resources, tools and technical capacity to act. Reporting across the One Planet network (2012-2017) demonstrated progress on the development of policies, knowledge resources and technical tools[87], with 1,800+ reported activities implemented by the partners including tools and solutions. According to the Final Project Report, 2020, this achievement in the first five years of the 10YFP has helped build the enabling conditions required for SCP and allowed the network to shift its focus towards supporting implementation of SCP in its second phase 2018-2022. While it is true that this is happening, the shift to implementation is happening slowly and at a small scale and needs to accelerate if the objectives of the 10YFP are to be met.

235. Similarly, the potential to understand and apply tools, based on the information on the knowledge and technical tools reported, reportedly increased from 12% in the 2013-2017 period to 60% in 2019 (Final Project Report, 2020). This reported change in practices is led by businesses, representing 82% of the changes across the network.

236. According to NFPs[88], they have been supported by the Secretariat through events (workshops, roundtables and webinars) and publications, including guidelines and the provision of practical tools, TF projects and reporting. However, the dominant view is that there has been limited support beyond emails and webinars, and capacity and resources remain a significant challenge. Programmes acknowledged technical support provided by the Secretariat and have benefited from the participation in trainings. There is therefore evidence of increased capacity and uptake of tools for SCP mainstreaming, but significant gaps need to be addressed for systematic mainstreaming to be realised.

Rating for Achievement of Project Outcomes: Satisfactory

Likelihood of Impact

237. In line with the One Plan One Planet strategy (2018-2022), the project impact is: Increase resource efficiency and decouple economic growth from environmental degradation, creating decent jobs and contributing to poverty eradication and shared prosperity. Given the broadness of the One Planet Network/10YFP and its challenging ambition to change economic structures, it is not reasonable to expect impacts to be achieved for many years. However, given that the 10YFP is in its eighth year of operation it is reasonable to expect progress along the causal pathways and to reflect on the role of the Secretariat in accelerating the attainment of the desired impact.

238. The One Plan One Planet Strategy is focussed on implementation at the country level. The project's ToC recognises the need for change at the country level to realise the targeted impact.   This change process is reflected through the

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[87] Such as policy toolkits, guidelines and manuals for practitioners, technical tools, trainings and best practices
[88] Based on 17 responses (12% of NFPs)

intermediate states centred on the mainstreaming and upscaling of SCP interventions across countries. The Final Project Report, 2020, states that progress on the implementation of the One Plan for One Planet strategy 2018-2022 in its first year is demonstrated through a number of data trends. For example, activities reported at the *outcome* level increased from 16% in the 2013-2017 period to 28% in 2018, and 37% in 2019 signalling progress towards implementation. However, it should be noted that this increase was driven by the Sustainable Tourism Programme, and does not reflect a generalised trend across the Network. Furthermore, changes in SCP practices are a small percentage of the reported activities at 4% in 2018 and 6% in 2019, highlighting the need to increase the number of solutions resulting in concrete measurable sustainability impacts (Reports to HLPF, 2019 and 2020). In 2018, the adoption of new and improved practices was led by businesses representing 82% of the total changes, with the tourism sector businesses making up 76% of the total. In terms of the impact of the activities implemented by partners, 52% contributed to resource efficiency, 36% to reducing environmental impact and 12% to human well-being (Report to HLPF, 2019).

239. Bearing in mind that many other actors and factors will influence the achievement of the impact, it is hard to isolate the Secretariat's role and quantify the extent to which *the Secretariat may have contributed to an accelerated shift towards SDG 12 in countries*. However, some evidence of the Secretariat's contribution can be drawn from the reporting data. For 68% of the countries that reported on SDG 12.1.1 (2017 and 2019), the action of the One Planet network was beneficial to the development or implementation of at least one policy or activity. In total, about 25% of the policies and activities reported were positively impacted. For the policies and activities reported in 2019, this was mostly through enhanced visibility (23%), inspiring examples (17%), access to scientific information (12%) or availability of expertise and tools (11,5%), that is areas in which the Secretariat provides support (Final Project Report, 2020)

240. As discussed above, the project's drivers and assumptions are considered to be generic across the transition from the project's outputs and outcomes through the intermediate states to the desired impacts, while recognising that their significance varies between causal pathways, countries and thematic areas.

241. The drivers align well with the project's outputs and activities, reflecting the role of the Secretariat as the coordinating and catalytic component of the 10YFP. All the drivers are partially in place, but at insufficient levels to lead to impact:

- active and on-going communication and awareness raising of the benefits of SCP mainstreaming by the Secretariat and network partners (e.g. as a means of contributing to the achievement of national objectives and international obligations related to sustainable development) – this is still very much required to improve awareness and understanding of the benefits linked to the adoption of SCP patterns, and consequently, increase the uptake of SCP practice at national level;

- capacity for mainstreaming SCP at national level – capacity has been developed at varying degrees and requires greater attention;

- on-going funding – while the Secretariat has had a stable income of funding to support its function, this has been insufficient to support implementation;

- dissemination of best practices and tools to countries to support the shift at the national level to SCP - progress was made under the project, but on-going curation and tailoring of available knowledge on SCP to country priorities is needed.

- NFPs are empowered, champion SCP and advocate for support at national level (by the Secretariat, SCP Programmes, Regional bodies) – the level of empowerment of NFPs varies across countries, this is an area requiring greater attention if the One Planet strategy is to be delivered;

- strong engagement and promotion of SCP by the Board – the level of engagement by the Board is still insufficient for them to be fully effective;

- active engagement of UN family in SCP and achievements of SDGs – this has progressed under the project through the MPTF and SDG 12 hub, but ongoing efforts are needed led by high level SCP champions across UN organisations.

242. **Assumptions have partially held but further effort is required in all areas**: increased number of actors / stakeholders engage in the network; political support and commitment at national level, specifically - National Ministries / Governments pass SCP related legislation and national SCP policies and strategies are developed, adopted and implemented (funded); consumers are aware of SCP issues and demand sustainably produced products; sustainable production, construction, procurement methods and tourism are developed and adopted by practitioners (government, businesses, etc.); sufficient resources are mobilized from diverse sources funding to implement SCP; demonstration and flagship projects are successful and scaled up; and, 10YFP programmes effectively engage and encourage active stakeholder participation.

243. Figure 8 provides an overview of country level SCP activity. To date, the One Planet Network trust fund activities have not progressed beyond demonstration initiatives. The issue of limited country implementation was also confirmed by the 2018 MTR, which highlighted that despite the numerous outputs and activities the 10YFP had generated, the application and implementation of these remained limited. This is linked to the lack of funding, which has had caused some partners in the Programmes to lose interest as it has meant that the Network has not been able to progress beyond a networking platform to implementation on the ground.

Figure 8: SCP Implementation at the country level

10YFP National Implementation
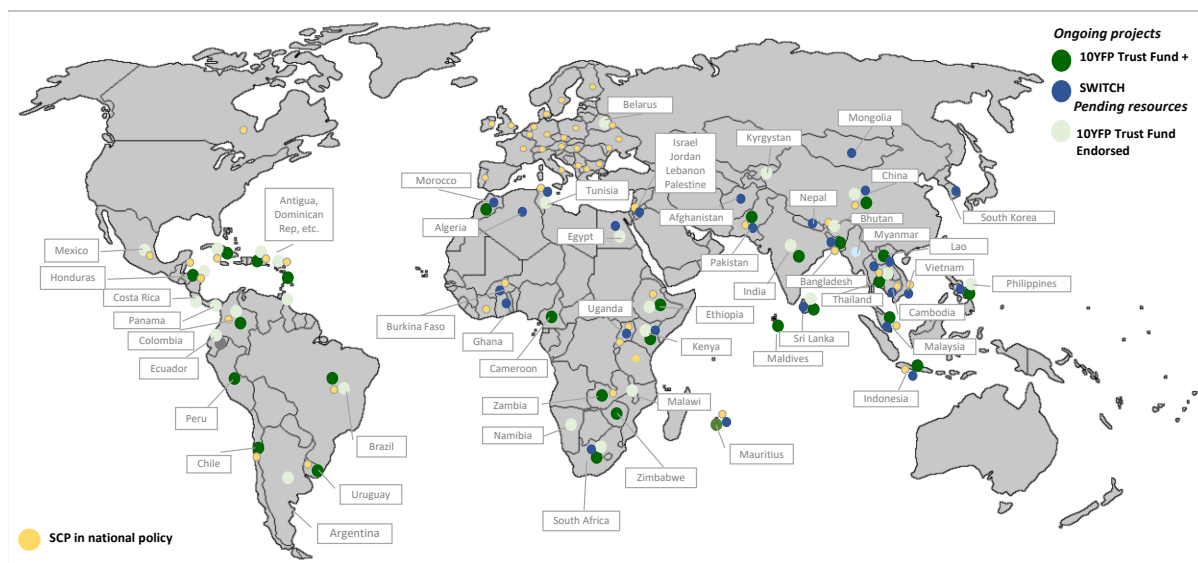
Source: One Planet Network

244. Based on the NFP survey responses, only a quarter of Government's with NFPs recognize the One Planet Network as a platform for achieving SDG12 and national SCP objectives. The main challenges facing implementation of SCP policies in countries are: (i) lack of resources (human and finance); (ii) a low level of understanding and ownership of the concept and approach by actors (including Government and consumers); (iii) limited sharing of information; and (iv) the need to raise awareness. Other limiting factors highlighted include: (i) insufficient cohesion among actors; (ii) limited involvement of the private sector in support of national SCP initiatives; (iii) SCP policies are yet to be developed; (iv) changes in priorities due to changes in government, short term goals and competing mandates; and, (v) an over-emphasis on climate and energy and lack of consideration of other environmental issues.

245. The following prioritised support is needed from the Secretariat in the future to facilitate the mainstreaming and upscaling of SCP by countries[89]: (i) user-friendly guidance on how to mainstream SCP; (ii) Sensitization of political decision makers and the private sector on the challenges and opportunities related to SCP; (iii) development of national policies, plans and programs on SCP; (vi) expert technical support and validation of tools / country level initiatives; (v) financial and technical

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[89] One respondent noted that the country itself should find the solution and not expect assistance from the Secretariat.

support for implementation, monitoring and evaluation of SCP initiatives and to incentivize and catalyze SCP; and, (vi) facilitation of national workshops on SCP.

246. Other factors limiting stronger engagement at country level are – the Programmes are not sufficiently resourced to connect with NFPs and support national level implementation of SCP projects and regional networks are currently playing a minor role in the Network.

247. Overall, the evaluation considers the likelihood of impact to be **Moderately Unlikely.** Although progress has been made in the causal pathway of change, the impact will not be achieved unless there is greater engagement by partners, including NFPs, increasing support to the implementation of SCP initiatives at national level and a diversified and effective resource mobilisation strategy supported by all network partners.

Rating for Likelihood of Impact: Moderately Unlikely

Rating for Effectiveness: Satisfactory

E.   Financial Management

Adherence to UNEP's Financial Policies and Procedures

248. The project has adhered to UNEP's financial policies and procedures. The project is part of the EC's umbrella agreement with UNEP, under which there is earmarking of funding to sub-projects approved by the EC. The 10YFP budget is therefore allocated from UNEP Global, with tranches made available based on the requests of the Secretariat backed by work plans and cash projections. The funds have been provided on time.

249. One of the challenges is that the funds, which are made available to UNEP in Euros in 3-4 tranches, have to be converted into US$ for implementation purposes and then back to Euros for reporting purposes. Such arrangements face exchange rate risk, but this has not adversely affected the project.

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory

Completeness of Financial Information

250. The overall budget of the project including cash and in-kind contributions was US$3,219,443 (Table 8). The planned project budget to be provided by the EC at approval increased from €2,250,000 / US$ 2,141,755 to €2,450,000 / US$2,767,576 after a cost-extension in 2019. This core funding provided by the EC has been vital for the functioning of the Secretariat and by extension, the One Planet Network. This funding has also leveraged financial support and commitment from other donors. The 10YFP Secretariat and cross-cutting activities also benefitted from contributions of the Federal Office for the Environment of Switzerland (US$203,054)

and the Swedish International Development Agency (US$237,017). Total project expenditure was US$3,211,745 (96% of secured funding).

251. In 2018, the secured funding from the EC was reduced from €2,450,000 to €1,822,558 after a reversal of €586,394 (plus related project support cost). These funds were still used to support staff costs for the 10YFP project but were allocated to another project under the Programme Cooperation Agreement between the EC and UNEP[90].

252. The reversal of funds was requested and approved by the EC to re-profile funding across cooperation agreements so that an older agreement could be closed. This was a corporate wide approach that affected a number of projects under the agreement, not just the 10YFP. The funds transferred to the other project, however, were still used to pay for staff working on the 10YFP GPGC project, resulting in a 'no gain, no loss' situation for the 10YFP project. The project's budget revisions to the EC includes a clause that "€586,394 were shifted to the Strategic Cooperation Agreement (SCA) as approved by the EC and the budget reduction will be effective in 2019 of the same amount".

253. While finances align at the Programme Cooperation Agreement level, at which financial management of the various projects under the umbrella agreement are undertaken, it has caused confusion at the project level in terms of reporting. For example, given that the financial report for the project is based on the revised and agreed reduced budget after the reversal, it does not reflect expenditure on Secretariat / project staff funded by the EU through a different project. Notwithstanding the approval by the EU of the funds reversal, the Secretariat raised their concerns about the implications of this reversal for financial reporting to the Chief of Administration, but no response was received.

Table 8: Project Funding Sources

Funding source *All figures as USD*	Planned funding	% of planned funding	Secured funding	% of secured funding	Expenditures
Cash					
Funds from the Environment Fund	0	0	0	0	0
Funds from the Regular Budget	0	0	0	0	0
Extra-budgetary funding (listed per donor):					
European Commission	€2,450,000[1] ($2,767,576*)	85.96%	€1,822,558[2] ($2,097,948*)	63.5%	€ 1,778,737[3] ($2,036,489*)
Switzerland (FOEN)			$203,054	6.2%	$ 203,054
Sweden			$237,017	7.3%	$ 179,338
Sub-total: Cash contributions	**$2 767 576**	**85.96%**	**$2,538,019**	**76.5%**	**$ 2,418,881**
In-kind					
Environment Fund staff-post costs	**$ 451,867 [4]**		**$792,864 [5]**		**$ 792,864**
Regular Budget staff-post costs	0	0	0 [6]	0	

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[90] Under the Programme Cooperation Agreement between UNEP and the EC, the 10YFP is 1 of the 28 projects and activities funded across the different offices within UNEP

Funding source *All figures as USD*	Planned funding	% of planned funding	Secured funding	% of secured funding	Expenditures
Extra-budgetary funding for staff-posts by donor	0	0	0		
Sub-total: In-kind contributions	**$ 451,867**	**14.04%**	**$792,864**	**23.5%**	**$ 792,864**
Co-financing[6]					
Co-financing cash contribution	N/A		N/A		
Co-financing in-kind contribution[7]	N/A		N/A		
Sub-total: Co-financing contributions	N/A		N/A		
Total	**$3,219,443**		**$ 3,330,883**		**$ 3,211,745**

Notes: *Amount in US Dollars provided by the FMO 1/* Planned funding includes the initial budget of €2,250,000 plus the €200,000 additional funding provided by the donor during project implementation; 2/ Original secured funding was €2,450,000, but due to the reversal of €586,394 (transferred to the Strategic Cooperation Agreement as approved by the EC and used to support staff costs), the revised secured funding for the project was reduced €1,863,606;); 3/ based on the latest financial report; 4/ for project duration of 2 years.); 5/ for extended project duration; 6/ Funding from a donor to a partner which is not received into UN Environment accounts, but is used by a UN Environment partner or collaborating centre to deliver the results in a UN Environment – approved project. Included in cash contributions (above), these funds contributed to salaries for staff and consultants; 7/ While there have been in-kind contributions provided in terms of staff time from key project stakeholders, it is very difficult to track and calculate this amount considering the number of key stakeholders in the project and the network and this information is therefore not available.

254. Additional resources leveraged for the **10YFP Trust Fund**, and which benefitted from activities of this project, include financial contribution from: Ministry of Environment of Japan (US$ 5 Million - of which 4 million was dedicated to Sustainable Lifestyles and Education), Ministry of Environment and Energy of Sweden (US$ 403,591), Government of Israel (US$ 200,000), Ministry of Environment of Germany (US$683,099), Ministry of Foreign Affairs of Finland (US$ 227,531), Korea Environmental Industry and Technology Institute (US$ 100,000). In addition, the United Nations Development Account (UNDA) has contributed US$ 549,000 to support SCP implementation in 3 countries.

255. Partners of the One Planet network leveraged additional financial and human resources reflected in staff-time provided by the organizations leading/co-leading the Programmes (Governments France, Germany, Switzerland, Finland, Sweden, Japan, China, Cost Rica, the Netherlands, Indonesia and Spain), as well as WWF, ICLEI, UNEP, Consumers International, UNWTO and RMIT University. Additional funds, which were also not recorded, were provided by the Programme co-leads for specific programme related activities and events.

256. Table 9 provides an overview of expenditure by project component/output at design and implementation. The available estimates show a reallocation of funds towards components C and F during project implementation, relative to the allocation at the design phase, with components A, D and E seeing a fall in budget allocation relative to their allocation at design. Table 9 shows a €43,851 underspend.

Table 9: Expenditure by Outcome / output of EC donor contribution (Euros)

Component / sub-component	Estimated cost at design (prior to reversal)	Estimated cost after approved reversal of funds	Actual cost / expenditure Per final financial report	Expenditure ratio (Actual / planned)
Component A: 10YFP stakeholders united across a common strategic vision and approach aligned to the 2030 Agenda	395,455 (18.8%)	261,525 15.3%	228,801 (13.7 %)	0.87
Component B: Enhanced coordination of Programmes building on the One Planet Network Strategy and M&R system and other coordination	353,713 (16.8%)	379,364 (22.3%)	280,034 (16.8%)	0.74
Component C: Increased access by 10YFP stakeholders to technical assistance and capacity building for SCP mainstreaming	612,000 (29.1%)	575,074 (33.8%)	603,974 (36.3%)	1.05
Component D: Scientific case for SCP strengthened & knowledge base and tools increased and disseminated to stakeholders	166,273 (7.9%)	48,186 (2.8%)	71,493 (4.3%)	1.48
Component E: The visibility of & engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders	461,272 (21.9%)	279,423 (16.4%)	296,097 (17.8%)	1.05
Component F: Resources for the 10YFP Trust Fund are administered and further mobilised	113,636 (5.4%)	159,754 (9.4%)	181,972 (10.9%)	1.14
TOTAL (Direct eligible costs)	2,102,349	1,703,326	1,662,371	
7% Programme support costs		119,233	116,366	
TOTAL eligible costs		**1,822,588[1]**	**1,778,737**	

Source: Project Annual Financial Report, 2019
Note: 1/ This is equal to EC expenditure of €2,408,952, minus the fund reversal of €586,394

Rating for Completeness of Financial Information: Moderately Satisfactory

Communication Between Finance and Project Management Staff

257. The project's Fund Management Officer (FMO), supports UNEP's Economy Division working across a number of projects. There was a fairly high turnover of staff, with three different FMOs supporting the project over its duration. The previous FMO worked with the project from January 2018 to December 2019, and the current FMO started engaging with the project in August 2019. The FMO is responsible for operationalization of the budget, support on expenditure reports and monitoring activities and clearance of payments. In order to provide more support to the 10YFP Secretariat, the Economy Division Administration team reportedly increased the FMO support from a shared Administrative officer to a dedicated team of Administrative Officer and Assistant. While there was an ongoing exchange of information between the FMO and the project (e.g. monthly project expenditure reports) and the project team had a strong awareness of the financial status of the project, the project team felt that the interactions with the FMO could have been more collaborative in specific cases. For example, the project team had not been informed of the fund reversal in advance and did not feel adequately supported in managing the implications on financial monitoring and reporting.

258. The reported complexities faced by the project team around how to account for the budget reversal and co-financing[91] highlights the need for closer communications and the benefits of continuity in FMO, along with the need for an understanding of the standard requirements of final evaluations in terms of financial information.

Rating for Communication Between Finance and Project Management Staff: Moderately Satisfactory

Rating for Financial Management: **Moderately Satisfactory**

F.   Efficiency

259. The overall finding is that the project delivered what was expected, evidenced by the fact that all its targets were met, and was cost-effective. While more could be done to drive the SCP agenda, given the broad scope of the 10YPF, the Secretariat inevitably could not meet all requests for support and had to prioritise its activities.

260. From the EC perspective, the Secretariat has obtained excellent results with very limited resources, and its advocacy and guidance are considered to be highly cost-effective (value for money).

261. Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe include:

- The three annual in-person Board, Executive Committee and inter-programme coordination desk meetings held under the project were brought together as

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[91] Tracking of co-financing is a requirement for projects under the ENRTP GPGC cooperation agreement.

one annual event (several meetings back-to-back.) The Annual Executive Committee meeting maximized available budget and benefits from these meetings. Furthermore, having the location of these meetings in Paris meant that no travel budget was required for the Secretariat team, and existing office space could be used for the inter-Programme/coordination desk meetings.

- The Trust Fund process was revised in 2016/2017. The new internal guidelines simplified the process into a 2-step application and review of proposals system. This reduced the time required for approval of projects from 12-18 months to 6-7 months.

262. One area were delays were noted is in the start of TF projects approved under the first call for proposal under the Sustainable Lifestyles and Education Programme. This was due to lengthy discussions over the use of the funds provided by the Ministry of Environment Japan which could have been avoided by a Donor Agreement being signed by both parties before the funds were released. Prior to releasing the funds, the donor set out the following conditions: (i) that the funds be allocated to a pre-selected implementing partner (which is not consistent with the UN Charter on the transfer of funds); (ii) one-fifth of the contribution could be used for the 10YFP as a whole including the secretariat functions while the other four-fifths was to be allocated to the SLE programme; and, (iii) all funds were to be directed to activities contributing to quantifiable reductions in CO^2 emissions in the SLE Programme, given that the funds originated from revenue related to Japan's carbon tax. The Secretariat wanted to ensure that generally the initiatives supported through the funding aligned with the priorities specified in the SLE programmes Programme of Work (PoW) and that part of the funding was attributed to support the Secretariat's TF administrative functions. This led to a year and a half delay on six projects, pending agreement on the terms and frustration on both sides. In general, efforts are needed upfront to ensure that all parties are clear on the restrictions and conditions associated with both the donation and the use of funds as part of a TF, and the costs, benefits and challenges for both parties. The Ministry of Environment of Japan has not made any new contributions to the 10YFP since March 2018. However, its previous contributions have been the main financial source for the projects under the SLE programme until 2021.

263. The project's no cost extension in 2018 was a positive decision as it allowed the Secretariat to maintain the momentum on its services through a key time for SCP / SDGs, as discussed above.

Synergies and complementarities

264. The project built synergies and complementarities with other initiatives, programmes and projects. The discussion below highlights how the Secretariat has engaged across UNEP and with other UN partners.

265. **UNEP** has multiple roles in the 10YFP, through its (independent) Secretariat and its substantive mandate on sustainable consumption and production, its active engagement in various programmes, as well as in the 10YFP Inter-Agency Coordination Group (IACG) that UN Environment co-chairs with UN Habitat. In

relation to the 10YFP Programmes, UNEP is the Lead/Co-Lead or MAC member for the Programmes on Consumer Information, Sustainable Public Procurement, Sustainable Tourism, Sustainable Lifestyles and Education and Sustainable Buildings and Construction representing Programmes of Work (PoWs) 633.1[92] 632.1[93], 624.1[94] respectively. Trust Fund projects selected under the calls for proposals undertaken for these programmes contributed to the achievement of goals established under these projects from the same UNEP sub-programme (Final Project Report, 2020).

266. A number of UNEP teams are deeply involved in SCP, notably the Cities Unit and Consumption and Production Unit. The Secretariat has made efforts to work more broadly across UNEP, in order to benefit from different perspectives and build synergies. It has promoted coordination of the One Planet network with other relevant projects implemented through UNEP's Programme of Work on Resource Efficiency and SCP (2018-2021) and projects from the UNEP sub-programme on resource efficiency funded under DG ENV and DG DEVCO ENRTP SCAs/DG ENV GPGC PCA are closely inter-linked with the activities of the Secretariat and, more broadly, the One Planet network (Final Project Report, 2020). According to the Secretariat, there are organic links between UNEP projects and teams and constant collaboration, which contributes to running the programme. Others concur that there is a constructive relationship between colleagues in UNEP and the Secretariat, and that more recently there has been a push in UNEP for initiatives to work more systematically together.

267. Some interviewed UNEP staff were of the view that in the past the 10YFP had not been afforded the necessary high- level backing in UNEP. The 10YFP is the only UN initiative and UNEP program cited in two SDG targets, yet UNEP scaled back its investment to the Secretariat function over the project timeframe, reducing staff posts supported through the Environment Fund from 3 to 1 Full Time Staff Equivalents. However, under UNEP's new Executive Director, support for SCP and a Circular Economy is more prominent. UNEP is fully behind the SCP agenda evidenced by recent statements of the Executive Director and its MTS. The Executive Director's Statement to the 150th Meeting of the Committee of Permanent Representatives (30 April 2020) [95] states '*Recovery can be transformational AND green – guided by sustainable consumption and production. Sustainable, resource efficient, resilient and inclusive value chains are central to delivering Agenda 2030 and at the core of UNEP's post-COVID strategy*'. Integrating the SCP agenda across the organization is fundamental to UNEP's strategy given its synergies with other

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[92] Programme of Work 633: Life-cycle-based information tools and methodologies developed with, and provided to, Governments, businesses and individual consumers to *enable* and motivate them to make informed choices

[93] Programme of Work 632: Global partnership, tools and technical and policy support provided to Governments and other stakeholders to develop and implement sustainable public procurement

[94] Programme of Work 624: Economic analysis, technical and policy guidance developed and provided to Governments, businesses and other stakeholders to adopt and implement more resource-efficient practices across and in selected food supply chains and improve the sustainability of food systems from production to consumption

[95] For example -https://www.unenvironment.org/news-and-stories/speech/executive-directors-statement-150th-meeting-committee-permanent

portfolios such climate change, water and air. SCP is also core to the Resources and Markets Branch strategy.

268. There are a number of UNEP flagship initiatives related to SCP and a Green Economy (e.g. PAGE, IRP, 10YFP, Lifecycle Initiative, SWITCH), it is therefore important that the synergies between these initiatives are clear and capitalized on to promote efficiencies (avoid duplication) in UNEP and ensure coherent messaging and implementation. There have been efforts to build coherence and an understanding across UNEP's projects. However, many still feel that the differences and relationship between a Green Economy and SCP is not clearly articulated / understood.

269. The MTR identified the IRP as a key partner for the One Planet Network. The IRP consists of member countries, an IRC Secretariat and independent scientists. The two initiatives have worked together since their inception to catalyse science-based policy action on SCP. Of note is the collaboration between the Life-cycle initiative, IRP and One Planet network on the development of the SCP Hotspot Analysis Tool (discussed earlier). Furthermore, a One Planet Network – IRP Task Group was established in 2019, as requested by UNEA-4 Resolution No. UNEP/EA.4/L.2. This Task Force plans to identify and communicate to users key science-based information required to prioritise action on SCP and natural resource management. Initially, work is envisaged on three key resource-intensive sectors – construction, agro-food and textiles. This Task Force can serve to guide the possible next phase of the 10YFP and enable the One Planet Network to focus on key areas for resource mobilization.

270. **Life-Cycle Initiative** brings together work on a Lifecycle Approach, which is one of the pillars of the One Planet Network. A key ongoing area of collaboration is the SCP HAT (discussed earlier). A potential future area of collaboration is to develop a Life-Cycle check for the One Planet's MPTF projects, linked to impact indicators. Such an endorsement could facilitate the raising of funds (e.g. from the Green Climate Fund (GCF) if a project reduces Green House Gases (GHG)).

271. The **Green Growth Knowledge Platform (GGKP)** and One Planet Network have collaborated in a number of ways on knowledge management (analytics, tracking, benchmarks), and on webinars.

272. The Partnership for Action on Green Economy (PAGE) and the 10YFP have regular exchanges and a lot of thought has gone into the relationship between these two initiatives. Cooperation has focused on cases with a high probability of impact at the country level. For example, the 10YFP is building on PAGE work in Senegal and Madagascar, and there have been efforts to work together on Sustainable Tourism in Mauritius and Buildings and Construction in Mongolia. The UN Framework for the Immediate Socio-economic Response to COVID-19 calls on PAGE, which is operational in 20 countries, to provide integrated support on green jobs, economic and environmental issues.

273. The Global Opportunities for SDGs (known as GO for SDGs) initiative launched September 2019 by the German Ministry for Environment and UNEP, aims to build on the work of the One Planet Network, PAGE and GGKP. It is designed to work as a lever to apply existing tools and instruments at scale, working at the regional level to assist countries.

274. The **SWITCH initiative**, aimed at making consumption and production patterns more sustainable, is funded by the EC and coordinated by UNEP in three regions Africa, Asia and the Mediterranean. The initiative supports communities, entrepreneurs and businesses, providing tools and connections for social and eco innovations. According to the Final Project Report 2020, collaboration with SWITCH projects were strengthened. Some NFPs are also SWITCH focal points, which promotes coherence and synergies. More than 50% of the "SCP-ready" countries identified as potential partners of the One Planet network for national implementation, based on enabling conditions, are SWITCH countries.

275. The 10YFP engaged in regional networking events and conferences in Africa, the Mediterranean and Asia Pacific region organized under the SWITCH projects, to raise awareness among SWITCH partners and beneficiaries about the One Planet network and its programmes. Joint events between the 10YFP and SWITCH have also been arranged, on an ad hoc basis capitalizing on specific opportunities. For example, the 10YFP and SWITCH Africa Green held a joint workshop on Food production (aligned with SWITCH's agricultural regional workshop), which included a SWITCH – One Planet roundtable on food systems. The Secretariat is advocating that SWITCH partners (Government and NGOs) use the SDG 12.1 official Monitoring and Reporting framework, which has been partially successful.

276. Of note the Terminal Evaluation of UNEP Project: "SWITCH to Sustainable Policies and Innovation for Resource Efficiency in Asia - Regional Policy Support Component (RPSC) " (SWITCH Asia RPSC) in 2017, recommended that 10YFP and RPSC priorities should not be fully aligned in order to ensure flexibility in addressing country specific contexts and priorities not covered by 10YFP.

277. **Regional engagement**. The project document places emphasis on engagement at the regional level, building on existing regional platforms and mechanisms. This engagement was envisaged to take various forms including regional multi-stakeholder meetings (e.g. the South-South Cooperation Conference in Brazil in 2017), roundtables, preparatory meetings in the run up to the HLPF and working with regional projects such as SWTICH. The work at regional level was to be undertaken in cooperation with UNEP's regional offices (page 17 of Project Document) and would include engagement with regional and national development banks. Page 14 of the Project Document talks about conducting a regional mapping of SCP and 10YFP. Activity at the regional level has varied and was generally lower than expected. The project has not engaged with the development banks, however, recently it has started to engage with regional organisations with an economic mandate, such as ESCAP, who could play a role in resource mobilisation, bringing

the One Planet Network to the attention of finance ministries and implementation at country level. This needs to be the focus going forward.

278. Collaboration with the UNEP Regional Offices has varied. The intention was that the Regional Offices would provide logistical/administrative support and coordination with other regional SCP mechanisms and initiatives.[96] As an example of such collaboration, the UNEP Africa Regional Office have collaborated with Secretariat since its inception and working through SWITCH Africa Green have run joint training for policy makers with the Secretariat, co-financed through UNITAR. This training course included a module on SCP and is now freestanding on UNITAR website and able to reach a broader audience. The One Planet Network has made presentations in meetings reviewed the Africa road map on SCP supported by UNEP.

279. Collaboration with UNEP Regional Offices has on the whole been limited and several issues were raised by interviewees as factors affecting the cooperation between the Secretariat and Regional Offices: (i) the lack of engagement and consultation with Regional Offices (e.g. for the renaming of the 10YPF to the One Planet Network - which has reportedly caused confusion in Africa and LAC, and for the assessment of the MPTF); (ii) the Secretariat has on occasion gone straight to the country level, by-passing the UNEP regional office; and, (iii) the staff turnover and continuity issues within the Secretariat. UNEP regional offices have the potential to help coordinate work with Governments, raise awareness and capitalise on their pre-existing relationships with Governments.

280. While there are benefits to collaborating with UNEP regional offices it is also noted that they are mandated to work with Ministries for Environment, while SCP is cross cutting and requires the One Planet Network to engage with a wide range of Ministries and organizations. Furthermore, considering the 10YFP Governance structure, it is not a requirement to consult with UNEP regional offices on issues.

281. **Collaboration with UN Agencies** has increased during the project, which has served to raise the profile of SDG12 across the UN system and strengthened inter-agency partnerships in line with the UN reforms. In 2017, the UN Secretary General highlighted significant gaps regarding SDG 12 and that it was being covered in a fragmented and piecemeal way by the UN development system. In a response to this, UN Agencies active in the One Planet network joined forces to propose a way forward in line with the UN development reforms. This included 5 recommendations: (i) strengthening coherence and support to SDG 12 across the UN system by placing it on the agenda of the UN agencies at the highest level; (ii) pool expertise and strengthen a coordinated in-country support; (iii) streamline and coordinate efforts across SDG 12 UN custodian agencies to limit duplication and ensure consistent and comparable data; (iv) strengthening existing multi-stakeholder partnerships on SDG 12; and, (v) establish a multi-partner trust fund for SDG 12.

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[96] e.g. Regional Roundtables, Latin America and the Caribbean Regional Council of Government Experts on SCP and its Executive Committee, Partnership for SCP in Africa, Switch Asia, Switch Med, Switch Africa.

282. The establishment of the MPTF created a UN multi-agency approach for SDG 12, with the participation of six UN entities. According to the Final Project Report 2020, this partnership has contributed to consolidating the SCP agenda within those individual agencies as well as their collaboration, and has provided a concrete and innovative illustration of how resolution A/RES/72/279 for repositioning the UN development system to achieve Agenda 2030 could be implemented.

283. Discussions have been held with the development banks throughout the project (e.g. (the African Development bank (AFB) Asian Development Bank (ADB), Interamerican Development Bank (IDB) and the World Bank (WB). However, their main modalities of funding (loans directly to countries) are not compatible with the current structure of the network - as the main stakeholders in the Programmes are seeking grant-based funding. Through the South - South Cooperation conference, representatives from the six Programmes met directly with representatives from various financial institutions and development banks (Latin American Development Bank (CAF), Brazilian Cooperation Agency (ABC), Brazilian Development Bank (BNDES), African Development Bank. However, this did not result in any follow up activities.

284. The project tried to engage more with the **private sector**, who can make valuable contributions in technical knowhow as well as funding. A number of private sector companies have joined Programmes, but it has been difficult to get them to commit resources. Private sector companies tend to have funds for specific corporate social responsibility initiatives rather than un-earmarked contributions.

285. Examples of private sector engagement include: (i) Private sector partners from within the network were engaged in the creation of the Camp One Planet exhibit— including Microsoft (technology) and Interface (sustainable carpeting); and, (ii) Private sector partners were strategically featured within the SCP in 360 Degrees video series (e.g. Unilever's zero-waste mayonnaise plant in Chile, Ecor's upcycled materials and restaurants involved in the sustainable gastronomy movement in Costa Rica). There were also examples of private sector engagement in the Sustainable Tourism programme.

Rating for Efficiency: Satisfactory

G. Monitoring and Reporting

Monitoring Design and Budgeting

286. Processes for project monitoring are set out in the project document. In accordance with UNEP's procedures, project monitoring was to be conducted periodically through a six-monthly review, noting progress made against each project output planned milestone, deliverable and associated indicators. The project document sets out milestone at outcome and output levels, to help track progress, with new milestones added during the 2018 no-cost extension and 2019 cost-extension.

287. The logical framework at design lacked baselines. Progress on setting baselines was made during project implementation, with quantitative information/evidence available from the annual reporting of the network from 2016 used as baseline figures against which end of the project achievements could be assessed.

288. In addition, at project design the 10YFP was in the process of developing a monitoring and reporting framework, to progressively include progress and impact indicators.

289. According to the Evaluation Plan, the MTR of the 10YFP at the end of 2017 was to serve as an evaluation of the progress of the 10YFP since its launch. Additional evaluations were to be considered, if relevant. The budget for monitoring and reporting is not clear from the information provided in the project document.

Rating for Monitoring Design and Budget: Satisfactory

Monitoring of Project Implementation

290. As discussed above in detail under Output B above, a monitoring and reporting framework was developed in consultation with the 10YFP programmes and is composed of cross-cutting indicators and programme specific indicators, and is aligned with the relevant SDG indicators, in an effort to provide measurable contributions to the 2030 Agenda, as anticipated in the project document. The M&R framework is being used to improve project execution, achievement of outcomes and sustainability by clarifying trends and priority areas for intervention. As discussed above, all One Planet Network partners can input into the reporting process. The M&R framework has evolved over the project timeframe to improve the user experience and encourage reporting; this work is on-going.

291. The 2018 MTR of the 10YFP involved a comprehensive assessment of the 10YFP, including this project and the functions and services of the Secretariat.

292. Annual reports to the 10YFP Board and to ECOSOC/HLPF were seen as interim evaluations. Annual Report's to the HLPF on Sustainable Development were submitted in 2017, 2018 (mid-term) and 2019. Significant effort by the Secretariat was put into the reports, which evolved over the project and are of increasing quality. In 2019, the report included a specific focus on 'decoupling environmental degradation from economic growth, in the context of the review of SDG 8[97].

Rating for Monitoring of Project Implementation: Highly Satisfactory

Project Reporting

293. The project is one of a number of projects under an umbrella agreement with EC – Programme Cooperation Agreement 1 (PCA). Technical discussions are held between the project team / Secretariat and the EC task manager, while the UNEP

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[97] Target 8.4 makes specific reference to the 10YFP

Corporate Services Division (CSD) Programme Management Unit ensures compliance across UNEP rules and procedures and monitors and reports on the project as part of the umbrella agreement. Quarterly monitoring reports are prepared and sent to the EC for information. An annual narrative report is prepared for the EC by the project team. The CSD Programme Management Unit develops the annual financial reporting for the project team, which are reviewed and certified by the project's FMO. The CSD Project Management Unit collates project reports into one umbrella report and reviews and responds to feedback from colleagues in the EC.

294. The Secretariat also produced specific annual narrative and financial reports on the project for the EC. The final narrative report for the project includes limited data on gender. No data are presented related to vulnerable / marginalised groups.

295. All reporting in UNEP's Programme Information and Management System (PIMS) was done for the umbrella project 613.1 (PIMS ID: 1730). No specific reporting on the GPGC project is therefore available in PIMS.

Rating for Project Reporting: Satisfactory

Rating for Monitoring and Reporting: Satisfactory

H.   Sustainability

Socio-political Sustainability

296. The One Planet Network is the delivery mechanism for SDG12, supporting the continuation and further development of project outcomes after the project. The One Planet Network Programmes are committed to taking the work forward, however ownership, awareness and capacity of Governments and of country level stakeholders needs to be further developed for outcomes to be up-scaled and sustained.

Rating for Socio-Political Sustainability: Likely

Financial Sustainability

297. SDG 12 is the "least well-funded" of all the Goals, as per the Dalberg report published in 2017 and reiterated in the Secretary General's reports on the restructuring of the UN development system.   Resource mobilization remains a critical issue going forward if the One Planet Network is to realize its objective to implement at country level.

298. As acknowledged in the UNEP MTS 2018-2021 - While there are strong capacities, partnerships, networks, and delivery platforms in place, delivery of the Programme of Work will depend on continued and increased donor support. Effective private

sector engagement is another crucial element, since financing of the 2030 Agenda as a whole will require financing to the tune of US$5-7 trillion per annum.

299. Sustainable funding for the Secretariat function is also an issue – while the Secretariat has a lot of responsibility and interest seems to be growing, this has not translated into additional resources. Core funding from UNEP has been lost over the project with one rather than 3 Environmental Fund posts being supported, requiring Secretariat staff to be funded out of the projects' activities budget. There needs to be adequate funding for the Secretariat offering job security for staff and adequate funding to run the programme. An alternative view is that it is the network and MPTF that is under resourced, rather than the Secretariat and that it is therefore important to look at how the network as a whole could be better resourced. The appropriate level of funding for the Secretariat should be linked to its agreed functions as discussed further below.

Rating for Financial Sustainability: Moderately Likely

Institutional Sustainability

300. Through the project's monitoring and reporting of SDG 12.1, it is evident that there is a positive trend in terms of policies introduced by Governments in support of SCP. However, implementation of these policies depends on more resources and capacity at the national level, awareness of the linkage of SCP to core development objectives and Government / cross ministerial buy-in and engagement.

301. The sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. The One Planet Network has helped to support the increase in SCP policies and develop tools and resources for SCP mainstreaming. It has also set up a global M&R framework for tracking progress on SDG12. Through the project's monitoring and reporting of SDG 12.1 it is evident that there is a positive trend in terms of policies introduced by Governments in support of SCP. However, implementation of these policies depends on more resources and capacity at the national level and awareness of the linkage of SCP to core development objectives. Further support is needed at the country level to increase institutional capacity and sustain efforts in SCP mainstreaming – translating SCP policies into action.

302. Communication channels and the One Planet website will be maintained through the new POW financed by the EU.

Rating for Institutional Sustainability: Moderately Likely

Rating for Sustainability: Moderately Likely

I.   Factors Affecting Performance and Cross-Cutting Issues

Preparation and readiness

303. Project preparation was satisfactory as presented in the template for the assessment of Project Design Quality. Aside from a delay in the release of funds by the PMU which affected start up, no issues arose or were addressed during the mobilization of the project (i.e. the time between project approval and first disbursement).

> **Rating for Preparation and readiness: Satisfactory**

Quality of project management and supervision

304. The Secretariat has a strong, cohesive and dedicated team and the project was well managed. Many interviewees expressed a high opinion of the Secretariat and their work, and see it as vital to the 10YFP (Box 7).

305. There is a full-time programme administrator in the Secretariat team. The current administrator joined mid-2017. The most challenging area from an administrative perspective is arranging travel and DSA to meetings, but in general there is a lot of administrative paperwork and there are sometimes delays due to the signatures requirement. There are reportedly strong links between the programmatic and administrative sides, who are in touch on a daily basis. The staff of each workstream develop their workplan annually, which is then collated into one coherent workplan by the project coordinator.

306. There is a reasonable amount of staff continuity within the Secretariat, with some senior members having been involved in the Marrakesh process, and a number of the team having returned to the Secretariat after a number of years as Consultants. However, staff turnover in some positions has been relatively high (e.g. three communications consultants and three M&R leads (staff/consultants)) during the project. Job security and continuity of Consultant positions was also noted as a concern, with consultants typically having 6-12 month contracts.

307. The project has adapted to new challenges and circumstances. Examples of adaptive management include:

- Communications. Rebranding of the project was not foreseen at project design, but was built into the project following the MTR.
- The MPTF was established in an effort to attract resources from a broader base of donors, to augment the relatively small amounts of funding flowing from environmental institutions.
- The intention at project design was that Stakeholder Focal Points would be established. During project implementation, it was decided to incorporate them in the Programmes, rather than set up a parallel structure. It was also reasoned that while SFPs had been critical during the establishment of the programmes, playing an important advocacy role, going forward those wo had an interest and capacity to be involved in implementation could embed themselves in the programmes. However, this was barely implemented and hence ineffective.

308. The terminal evaluation of the EC funded sub-project supporting the 10YFP in the period 2012-2016 was finalized in March 2017. Key recommendations of the evaluation included defining a strategic focus of the 10YFP, the development of baselines to assess performance and strengthening partnerships. The 10YFP 2018 MTR concluded that the 10YFP would benefit from a clear strategy with focus, targets, expected outcomes and indicators to track and evaluate progress. The recommendations of previous evaluations were addressed by the project.

Box 7: Importance of the Secretariat.

The Secretariat is widely seen as vital to the functioning of the 10YFP. Many felt that there would be no 10YFP / network without the Secretariat. Operating as an independent centralized coordinating body, it creates the dynamic to pull different bodies and resources together and ensures cohesion across a complex Governance structure. Many felt that without the Secretariat the six programmes would most likely have operated separately, and some may not have continued[98]. The Secretariat has successfully promoted SCP at HLPFs and UNEA and General Assembly and is important for coordinating reporting on SDGs and harmonizing data. It has been essential to guide and support the network, facilitate dialogue, manage data collection, handle communication and outreach, and ensure coherent joint advocacy. However, the Secretariat has been weak in resource mobilization, which is a crucial factor to support implementation at the country level by the Programmes and other Network partners. As discussed above the issues over resource mobilization have led some network members to have a quite low opinion of the Secretariat's performance.

Based on the NFP survey 41% of respondents agreed strongly, and 47% agreed that the 10YFP Secretariat is vital for the functioning of the One Planet Network[99]. NFPs felt that over the project period, the Secretariat's most important contributions had been[100]: (i) producing and sharing information (studies, guidelines and tools) ; (ii) webinars and other mechanisms through which NFPs and other stakeholders could learn about SCP activities; (iii) providing links for official reporting on SDG12.1; (iv) coordinating the network; (v) organizing events / meetings of the One Planet Network; (vi) facilitating connections to other countries and bringing multiple stakeholders together; (vii) increasing the visibility of 10YFP at the HLPF and in countries; (viii) helping countries understand what can be done to support SDG12; and, (ix) preparation of the One Planet Strategy.

There is still a lot to do to achieve the objectives of the 10YFP and this will take time. The potential phasing out of the Secretariat is closely aligned with the capabilities of the Programmes and country level capacity. Specifically, the Programmes need to be developed to improve their capacity and resources to independently provide assistance to countries, without the liaison function of the Secretariat and to mobilise funding. While at country level SCP ultimately needs to be mainstreamed into action plans and budgets. The optimal structure of Secretariat at any point in time therefore depends on the maturity of the network.

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309. There is some confusion on the division between the Secretariat and UNEP from MAC and other members. Some partners are not aware that the Secretariat is an independent body that is hosted by UNEP (and this confusion is exacerbated by the fact that it uses a UN email address). UNEP also acts as co-lead for some

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[98] An alternative view is that the Programmes could function well without the Secretariat, but would lack coherence and may not engage with each other and operate as a network.
[99] Based on 34 responses (24% of NFPs).
[100] Based on 24 responses (17% of NFPs)

Programmes and of MAC members, but these roles can be conflated with the role of the Secretariat.

How could the 10YFP be structured in a follow up phase and what role should the Secretariat have?

310. The 10YFP expires in 2023 (January), and discussions are starting on what should happen after this. Any decision on its future mandate and structure would need to be approved through an inter-government process. The dominate view, based on the evaluation interviews, is that the One Planet Network mission is not yet finished, given its close link to SDG 12 and other SDGs, and therefore it is justified to continue the One Planet Network until 2030. In support of this, substantive time was invested in establishing the Programmes and they are now well placed to potentially provide an impact with sufficient funding and support.

311. This TE considered whether the existing structure and size of the Secretariat was optimal to support delivery on SDG 12 / SCP and if not what configuration would best help achieve this. The structure and size of the Secretariat is dependent on the functions of the Secretariat post 2023 and is therefore inseparable from discussions on the role of other members of the Network, in particular the Programmes.

312. There are two scenarios that could be considered by the Secretariat in the way forward, which require further reflection as part of on-going discussion on the role of the Secretariat in any possible further phase of the One Planet Network after the 31 January 2023:

- having the Secretariat focus on areas it is best at (e.g. coordinating the monitoring and reporting of progress, high level advocacy, knowledge management and dissemination of information). Currently the remit of the Secretariat is broad making it difficult to perform well on all aspects. If the Secretariat would be reduced in size then the Programmes would need to step up, building on the expertise of their MAC members. It is acknowledged that some programmes are in a stronger position to operate independently of the Secretariat than others.

- retaining all of the Secretariat's current functions but ensuring it is better resourced to perform them and especially strengthening the areas that have performed less well to date and are critical to achieving the intended long-term impact: (i) Resource mobilization – to increase reach and frequency of engagement with potential funders, develop proposals and operationalise a more diverse funding portfolio alongside the MPTF[101]; and, (ii) strengthening support to Programmes and NFPs to enhance country engagement and implementation.

313. Different views were collected by the evaluation on the size of the Secretariat vis-à-vis its mandate and functions. Within the Secretariat, there is a general agreement that the existing staff capacity has not been sufficient to address all the demands related to its functions in a comprehensive manner. Areas such as communications, outreach and resource mobilization for country implementation would benefit from additional human resources. The network requires a lot of high-

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[101] As noted above, it is not clear how the Secretariat would manage if MFTF US$200 million to disburse.

level communications and advocacy, which is challenging given the time constraints. Similarly, the One Planet website has a small budget for knowledge management, and synthesizing and organising information requires more resources. Even the few interviewees that considered that the size of the Secretariat (10 people) was adequate for its functions, acknowledged that more resources were needed to work on the ground. The size of the Secretariat in the future should be based on its agreed functions, and these functions need to be adequately resourced or fulfilled by some other means (e.g. through greater commitment and support by other network partners).

> **Rating for Quality of project management and supervision: Satisfactory**

Stakeholder participation and co-operation

314. See also the discussion under effectiveness and efficiency above.

315. The 10YFP Stakeholders are critical to the implementation of the 10YFP and its programmes and a core aim of the project was to build effective cooperation and multi-stakeholder partnerships. As a multi-stakeholder framework, the 10YFP includes governments (local and national) mainly NFPs, Ministries of Environment; international and regional organizations, UN Agencies, regional and sub-regional SCP councils and intergovernmental organizations, centres of expertise on SCP, researchers and scientific community, private sector organizations, civil society organizations.

As discussed earlier, the project built on its existing network of stakeholder to increase the number of partners to more than 700. The role of 10YFP stakeholders ranges from providing guidance, assisting with capacity building and implementation, participating in reviews, meetings and outreach activities. Stakeholders across the 10YFP programmes have reported on nearly 2,000 activities (Box 8).

Box 8: Examples of products developed by the One Planet network partners

- The **Sustainable Food Systems Programme** advanced on the development of a suite of tools for decision makers to address food and agriculture challenges through a food systems lens. The sustainable food systems toolbox includes four components: a framework, a glossary, a set of case studies, and a capacity-building module for policymakers. The first component, developed in 2018 - a <u>Collaborative Framework for Food Systems Transformation</u> - provides guidance to policymakers in their institutional set-up and policymaking processes.
- The **Consumer Information Programme**, in collaborative with more than 140 partner organizations created the [Guidelines for Providing Product Sustainability Information](), offering value chain and public sector professionals clear guidance on making effective, trustworthy claims to consumers, on product-related sustainability information. They are applicable to all regions and companies of all sizes. The Guidelines have been downloaded more than 2000 times.
- The **Sustainable Public Procurement Programme** developed the [Factsheets on Sustainable Public Procurement in National Governments]() to illustrate the current state of sustainable public procurement (SPP) policies, activities, programmes, and monitoring and evaluation systems in national governments around the world.

- The **Sustainable Buildings and Construction Programme** developed a [Sustainable Housing Design Tool](#), to assist housing practitioners in developing countries in designing socially and culturally responsive, climate resilient and economically sustainable housing projects.
- The **Sustainable Lifestyles and Education Programme** brought stakeholders together to implement [a project](#) in Zimbabwe which provides technical training and mentorship in production, marketing, environment, nutrition and health issues, as well as linking farmers to markets. Farmers received over 240,000 person-days of training on sustainable farming, living, adaptation and mitigation practices to climate change.
- The **Sustainable Tourism Programme** leveraged the [GSTC Criteria](#), developed by the partner Global Sustainable Tourism Council, which serves as the global baseline for sustainability in travel and tourism.

316. As discussed in detail in Section V-D, the Programmes have been supported by the Secretariat in range of ways, but views on the Secretariat's engagement and support varies across the Programmes.

317. To better understand the priorities and needs of the countries, surveys on national policies and priorities have been held, a toolkit specifically targeted at 10YFP NFPs developed, and workshops at regional and sub-regional level supported to further engage and empower them. Based on the NFP survey for this evaluation, the NFPs feel that the Secretariat is doing a very good job in coordinating the network and its services have helped promote SCP in their country. However, it was noted that the continuous request for information and participation in activities often exceeds their capacity.

318. **National Focal Points** have a key role in identifying priorities at country level, in order to identify the best points of intervention for the 10YFP programmes and other stakeholders across the network. NFPs are also responsible for coordinating at national level the official reporting on SDG indicator 12.1.1, and more broadly for providing insights to the Secretariat on capacity-building needs and priorities. While efforts have been made to engage the NFPs as discussed under output C (Section V-D, Outputs A and B), this has been challenging and enhanced engagement of NFPs and at the country level is a critical need to accelerate implementation.

319. Commitment at the country level is reflected through the engagement of the NFPs, which varies – some are regularly in contact with the Secretariat, or directly involved in Programmes, others are not so involved. In some cases, NFPs have been discouraged by the fact that their project proposals were unsuccessful and that they were not even informed of the outcome. Many are Government officials and also have other jobs and priorities. The NFP's survey indicates a range in the frequency of engagement between the Secretariat and NFPs. Around 17% of NFPs engage once a week, with the same percentage only engaging once a quarter. Around 3% have no engagement with the Secretariat (Figure 9). It is likely that the percentage of NFPs that do not engage is higher than this given that the more active members were more likely to have responded to the survey[102]

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[102] Based on 28 responses (20% of NFPs)

Figure 9: Level of NFPs engagement with the 10YFP Secretariat
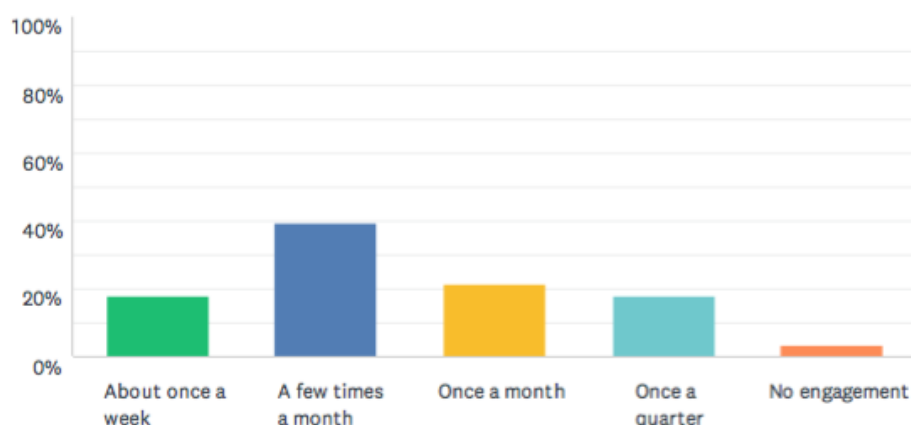
Source: NFP survey

320. Table 10 presents the level of NFP engagement with the 10YFP programmes. Engagement is broadly higher with the Public Procurement Programme and lowest with Lifestyle and Education and Tourism based on the percentage and frequency of NFPs in contact with specific programmes. Across all programmes contact for around 50% or more of the NFPs is in-frequent to non-existent (based on the percentage of NFPs either in touch with a Programme less than once a month or not at all), reaching 72% for the Sustainable Tourism Programme. While 92% of NFPs state that the six Programme areas are relevant to their national priorities (32% - extremely relevant, 56% very relevant and 4% - somewhat relevant)[103], on average around 31% of NFPs have no contact with the Programmes, ranging from 20% (Public Procurement) to 40% (Lifestyle and Education).

Table 10: Level at which NFPs engaged with One Planet Network Programmes

Programme	A few times a week	About once a week	A few times a month	Once a month	Less than once a month	No contact
Consumer information [a]	7.5 %	15 %	15 %	7 %	23 %	31 %
Lifestyle and Education [b]	0 %	8 %	4 %	28 %	20 %	40 %
Public Procurement [b]	8 %	12 %	12 %	20 %	28 %	20 %
Buildings and Construction [b]	4 %	8 %	4 %	20 %	32 %	32 %
Tourism [b]	4 %	4 %	8 %	12 %	36 %	36 %
Food systems [a]	4 %	0 %	7 %	27 %	31 %	31 %

Notes: a / based on 26 responses; b/ based on 25 responses. Percentages have been rounded to nearest 0.5%.

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[103] Based on 25 responses (18% of NFPs).

321. Enhanced engagement of the NFPs can make a key contribution to the accelerated uptake of implementation activities on the ground. A number of suggestions were made to enhance the participation of NFPs including; (i) the One Planet Network could develop an Action Plan / workplan at the country level, which would include reporting, so that NFPs are clear on what they need to do; (ii) create more incentives for NFPs, such as regional face to face meetings; (iii) set up a National Technical Co-ordination Team in each country, potentially chaired by the NFPs, to promote and coordinate work on SCP. This would include different Ministries and experts (to compliment the environmental expertise of the majority of NFPs) and engage with the Ministry of Finance.

322. The project has developed collaboration **across UN Agencies** to further capitalise on the convening power of the United Nations and the complementary expertise of different UN organisations[104]. During the project, the UN agencies in the One Planet network were instrumental in drafting the Strategy 'One UN for One Planet', and the MPTF was established further embedding six key UN agencies in the delivery of the 10YFP.

323. The project document places emphasis on the establishment of **Stakeholder Focal Points** (SFP) under the project[105]. The approach was adapted once the project was underway given that the Programmes had been established and it therefore made sense to embed the SFP within the Programmes rather than set up a parallel structure. It was also noted that many of the civil society stakeholders during the negotiation of 10YFP were purely advocacy NGOs. Therefore, to a certain extent the function of SFP was superseded by the creation of the programmes and their focus on implementation.

324. Integrating the SFPs as members of the Programmes was one of the measures suggested by the 2018 MTR to maximize flexibility of the 10YFP organizational arrangements. However, nearly all the interviewees related to the Programmes stated that either they were not aware of this intention or thought it had been dropped. In one instance it was reported that a Programme partner had been identified as a focal point for youth in LAC – but was not set any clear tasks. The Programmes are based on categories of stakeholder groups – Government, Society and Private Sector, rather than UN SFPs and they in general strive for a balance in regional and stakeholder representation. The programmes include stakeholder group representatives to some extent, e.g. NGOs are members of the Programmes, there are a small number of projects supporting community development in remote areas that include indigenous communities and support youth, programme

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[104] The MTR of the One Planet network stated that as a UN-wide initiative, with its Secretariat in a United Nation's entity, the 10YFP is provided with a convening power, institutional strength, legitimacy, constituency-based oversight and accountability, as well as political neutrality

[105] At project design the Secretariat was supporting the nomination process for the **10YFP Stakeholder Focal Points**. This was to include the 9 Major Groups (farmers, women, the scientific and technological community including academia and research, children and youth, indigenous peoples, workers and trade unions, business and industry, non-governmental organizations, and local authorities), *and* expand to Other Stakeholder groups not currently involved (including local communities, volunteer groups and foundations, migrants and families as well as older persons and persons with disabilities.) The stakeholder focal points were to act as connectors between countries, communities and the 10YFP Secretariat. Their main functions are detailed in the project document.

members include women and indigenous communities and the MAC of some Programmes include business members. However, a number of stakeholder groups are not well represented across the programmes, in particular indigenous communities and children and youth. Going forward, consideration needs to be given to how all stakeholders can be given a voice and role in the One Planet network, through the Programmes or otherwise. From the Secretariat's perspective, there is a strong representation of civil society and other stakeholders in the network, including in the leadership, MACs and partners of the programmes (of the total partners in the programmes around 40% are drawn from civil society).

325. While efforts have been initiated under the project to engage with a broader range of Ministries beyond the Ministry of Environment, participation of other Ministries is low and needs to be encouraged and developed. Seventy per cent of the total number of reported policy instruments on SDG 12.1.1 in 2019 are considered relevant to other SDGs with socioeconomic objectives, including SDG 9 on industry, innovation and infrastructure and SDG 8 on decent work and economic growth, yet only 10% of reported policies are led by the Ministry of Economic Development, Financing, Planning or Trade and Industry or by a high-level political body (Report to HLPF, 2020). Efforts are mostly driven within environmental portfolios through standalone SCP action plans and sectoral policies, highlighting the importance of cross ministerial engagement to build awareness and inter-ministerial support or SCP policies.

326. Board members were to act as designate focal point at the regional level to facilitate engagement and collaboration at the regional level, as well as to give more ownership to stakeholders on the regional initiatives and partnerships. This has only been possible to a limited extent. As already mentioned in Section F - Efficiency, the project was to be implemented in close cooperation with **UNEP's Regional Offices** which has not been the case for all regions. For example, while there was a reasonable level of engagement with the Africa Regional Office, there was limited engagement with the LAC Regional Office.

327. Donors generally feel well informed and that the Secretariat has been proactive at reaching out. The EC became an observer on the 10YFP Board during the project. However, there were tensions with the Japanese government over their contribution as discussed earlier. The EC-UNEP partnership is recognised as incredibly important to the on-going success of the 10YFP. Partner's support has been consistently acknowledged on communication materials. For example, the EC logo can be seen in video contents, the Camp One Planet exhibit and the Mid-Term and annual Magazine.

328. **Private Sector** / Business membership in the network increased over the project period, but this has not translated into financial contributions[106]. The need for more engagement with the private sector has been acknowledged, with the IACG

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[106] According to the list of business entities of the One Planet Network, October 2018, there are a total of 116 business partners (14 global, 11 from Africa, 17 from the Asia Pacific, 50 from Europe and Central Asia, 16 from Latin America and the Caribbean and 8 from North America)

highlighting that this should primarily be within the Programmes[107]. While it takes time to convince the private sector of the benefits of joining the Network, this is important given the current funding gap and the contribution the private sector can make in terms of technological advances and the sharing of lessons from the implementation of sustainable production practices. Efforts to attract a private sector Programme co-leads have not been possible, as they are discouraged by the requirement that a full-time staff member should be provided, which is not feasible for many companies. It was suggested that more flexibility is required to more closely integrate businesses into the network, and that tools should be developed which are relevant to them.

Rating for Stakeholder participation and co-operation: Moderately Satisfactory

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Responsiveness to human rights and gender equality

329. As stated in the 10YFP vision, the framework is to promote '**gender equality** and the active participation of groups including, inter alia, women, children and youth, **indigenous peoples** and those living in the most vulnerable situations'. (A/CONF.216/5, Para 1c.iv). According to the Final Project Report, 2020, this has been achieved through 'The involvement and consultation with the wide-range of stakeholders for the 10YFP activities [which] helps to tailor the activities and communication to address the environment, social and economic needs from the communities that they represent'. However, the engagement of stakeholder focal points, including for gender and indigenous community representatives was not embedded into the network over the project.

330. The gender equality dimension has been mainstreamed into the governance and activities of the 10YFP. The Project Document states: 'Stakeholder focal points include the UN Women Major Group, which has already nominated their global focal point and their five regional focal points. Likewise, the UN Women has joined the 10YFP UN Inter-agency Coordination Group'. However, there is no evidence that these stakeholders have been actively engaged at the global and regional level of the 10YFP. Gender balance has been an important criterion in the organisation of the 10YPF agenda, workshops, and advisory and/or working groups.

331. Gender is one of the human well-being dimensions monitored under the **impact indicators**. The indicators are based on SDG indicator 8.5.1 and the International Labour Organisation (ILO) labour force participation rate and include the average hourly earnings of female and male employees and the female and male labour force participation rates. So far, limited data on the measurement of gender impacts has been collected, but indicative trends show an increase of activities reported under the human wellbeing dimension. In 2018, 12% of the total activities reported were identified as contributing to this dimension, this includes gender equality. When possible, disaggregated data on the implementation of activities is also being reported and analysed. For example, information on the gender

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[107] 10YFP IAGC meeting report, November 2016

composition of the trainings for SCP across the network shows a ratio of 42:58 women to man participation on average (Final Project Report, 2020).

332. Furthermore, the collection on information on the link between SDG 12 and other SDGs (including SDG 5, 8 and 10 on gender, decent work, and reduced inequalities) has been incorporated to the 2019 reporting cycle, to gain a better understanding of social sustainability. The Secretariat has identified data on the social impacts of the network as a gap and a series of guidance materials and capacity building activities to strengthen the monitoring processes of this dimension is being developed (Final Project Report, 2020).

333. Demonstration projects funded through the TF have also considered gender equality. As an example, women were target beneficiaries in a project in Armenia where the promotion of solar power technologies created opportunity for additional income through fruit drying (solar fruit dryer); contributed to the safety and security of women (solar powered street lights); and improved working conditions for women through the installation of solar powered water heaters. Other examples in Zimbabwe, South Africa, India and Bangladesh are highlighted in the Final Project Report, 2020.

Rating for Responsiveness to human rights and gender equality: Moderately Satisfactory

Environmental and social safeguards

334. Potential negative environmental, economic and social impacts are not noted in the Project Document and not anticipated by the project. The Project Document emphasizes that SCP offers opportunities to attain development goals, on a sustained basis, and improve quality of life by promoting efficient, responsible and clean production systems, and sustainable lifestyles. Specifically, there is a clear opportunity to deliver the 2030 Sustainable Development Agenda given its stand-alone goal on SCP to '*Ensure sustainable consumption and production patterns*' with the implementation of the 10YFP as its first target.

335. Examples of how management of the project minimised UNEP's environmental footprint include; (i) Reductions in travel through the consolidation of annual meetings of the Board, Executive Committee and inter-programme Coordination Desks; (ii) integration of Sustainability criteria in the procurement of venues for the executive meeting (e.g. no single-use plastic); (iii) a large number of trainings were conducted for stakeholders (NFPs, Programmes, Trust Fund Projects) through webinars, often twice in one day to allow for different time zones which reduced the need for travel; (iv) online consultations – such as for the development of the One Plan for One Planet Strategy; and, (v) the inclusion of sustainability criteria in the printing of the network's reports.

Rating for Environmental and Social Safeguards: Satisfactory

Country ownership and driven-ness

336. In order for the project / One Planet Network in general to progress from the project outcomes to intermediate states and impact, country ownership and driven-ness needs to be greatly enhanced. Although countries have engaged in the leadership of the Programmes[108] and, on occasions, as active members of the MACs, evidence suggests that a relatively low number of NFPs are closely engaged in the One Planet Network. Awareness of the One Planet does not extend beyond the NFPs/ Ministries of Environment and resources and capacity to implement activities do not exist.

337. On the whole, SCP is not well positioned with Governments. It is seen as the mandate of Ministries of Environment and Governments do not have specific SCP budget lines. There is a need to mainstream SCP across ministries, in the way that climate change has been in many countries, and to allocate funding to it. SCP's common association with the environment has historically made it difficult for the 10YFP to engage key social and economic ministries. The MPTF has been designed to address this perception and move beyond its environment silo. However, at the time of this evaluation, it was too early to assess the effectiveness of the MPTF in breaking silos.

338. Supporting countries is a significant workstream that is intended to be led by the Programmes but has been challenging. More support and manpower at country / regional level is needed to support national engagement. Efforts to support countries are on-going – for example, dialogues between the NFPs and the programme partners were facilitated throughout 2019 to increase the understanding of both national priorities and existing tools and solutions offered by the One Planet network, the SCP HAT has been developed and trailed in some countries to help identify entry points and tool box was developed for the SPP Programmes.

> **Rating for Country ownership and driven-ness: Moderately Unsatisfactory**

Communications and public awareness

339. Core activities under the project related to knowledge management, communications and visibility. As discussed in detail under components D and E above significant progress has been made under knowledge management centred on the revamp of the One Planet website and on-going efforts to organise the large body of information available in a targeted and user friending manner for users / countries. This work is on-going.

340. Communication and visibility activities of the One Planet evolved between 2016 and 2019. The project has used a range of communications media to extend its reach

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[108] Countries engaged in leading the implementation of the Programmes are Germany, Indonesia, Finland, Sweden, Japan, France, Spain, Switzerland, Netherlands, China, Costa Rica.

to stakeholders. Advocacy and visibility at high level political fora has been impressive, but visibility and knowledge of the 10YFP at the country level (beyond NFPs and other One Planet Network Partners) is considered to be low. On-going efforts are needed to build brand recognition. Collaboration with and support from UNEP on communications was also highlighted as area that could be improve, and it was suggested that the Secretariat should do more to leverage the platform in the context of its role in the recovery response to COVID-19

Rating for Communications and Public Awareness: Satisfactory

Rating for Factors Affecting Performance and Cross-Cutting Issues: Moderately Satisfactory

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

341. The contributions of this project embody the core support provided by the Secretariat to the 10YFP.The importance of this support is exemplified through the widely held view that without the Secretariat, there would be no 10YFP / One Planet Network.

342. **Conclusion 1. The project has delivered on its targets, in a cost-effective way through a strong and committed Secretariat.** A key achievement of the Secretariat during the project period has been its successful high level advocacy of the One Planet Network demonstrated through the recognition of the One Planet Network as the implementation mechanism for SDG 12 in the Ministerial Declaration of the High-Level Political Forum on Sustainable Development 2018, and its recognition at the 4th UN Environment assembly in 2019. Reporting to the HLPF presented the Network with the opportunity to greatly increase its visibility and endorsement at the political level, which the project capitalised on.

343. **Conclusion 2. Network cohesion has been strengthened through the adoption of the overarching One Plan for One Planet strategy, developed with partners, and through on-going communication and coordination efforts.** The main objective of the strategy is to ensure the One Planet network becomes an effective implementation mechanism for SDG 12. Cohesion has also been built through virtual and face to face meetings, although opportunities for improvement remain in terms of systematically engaging with the Programmes, the Board, NFPs and regional bodies. Under the project, the Secretariat also made significant strides in monitoring and reporting and knowledge management and communications, although in all these areas improvements are necessary. The M&R system has supported the network to communicate progress, strengthen accountability and identify emerging trends in SCP. The MPTF set up by the project aligns with UN development reforms and reflects a strong push for a coherent and coordinated support at country level, however it is yet to result in concrete action on the ground at any scale. Collaboration across UN agencies is also evident in the establishment of the SDG 12 Hub.

344. **Conclusion 3. While the Secretariat has performed well on a number of its normative global functions, the network has made limited progress at the country level.** The lack of concrete action / implementation at the country level is linked to the 10YFP's disappointing record on resource mobilization, for which the Secretariat is not solely responsible but has a key role in. Despite the political support for the One Planet Network, it continues to struggle with funding and there has been limited resources to program work. The key challenges facing the network

of resource mobilization and implementation are not new[109] and need to be addressed for impacts to be realised by 2030. While the Secretariat has an important role in accelerating activity in these areas, going forward network partners, namely the Board, Programmes and NFPs, need to affirm their joint responsibility in terms of resource mobilisation and country level activities, and expectations around funding to be provided through the MPTF managed.

345. **Conclusion 4. Given that the 10YFP is in its eighth year, it is now critical to accelerate implementation and show results in countries. The One Planet Network has built a diverse network and has the tools available, but needs to better position itself to scale up successful practices by strengthening the capacity at the national level and catalyzing more resources through a more diversified resource mobilisation approach.** During the project, the Secretariat has placed more of an emphases on prioritizing and supporting country engagement evidenced through the development of the SCP-HAT tool, the development of country portfolios and the curating of Programme portfolios to make the One Planet Network's knowledge portal more targeted. These initiatives need to be further supported going forward.

346. **Conclusion 5. The 10YFP is well reflected and positioned within UNEP's Programme of Work and remains an initiative of fundamental importance to UNEP.** Support for SCP has been evident over the past year at the highest level, for example through the statements of UNEP's Executive Director. Its importance is further reflected in the new MTS 2020-2025 where unsustainable consumption and production is identified as the root cause of nature loss and disruption and climate change and thus underpins all UNEP's responses. The Secretariat has further strengthened relationships with other UNEP flagship initiatives such as PAGE and IRC during the project. However, many stakeholders misunderstand the role of UNEP within the One Planet 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 relationships with the Secretariat and help stakeholders better understand, appreciate and support its mandate.

347. **Conclusion 6. There is a strong argument for extending the One Planet Network beyond its current phase which expires in 2023 (January) to 2030 given that it is the implementation mechanism for SDG12, and an enabler for many other SDG goals**. Significant on-going support is needed to meet SDG 12 targets given the slow progress being made and backwards trend on some targets as well as on target 8.4. SCP is also central to the UN response to 'build back better' following

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[109] For example, the Board Meeting January 2017 identified the following challenges to be addressed (i) generating a movement on SCP; (ii) getting more stakeholders on board; (iii) raising more financial resources. These challenges were also highlighted in the 10YFP MTR.

Covid-19. Furthermore, there has been substantial investment in the establishment of the network over many years and most of the Programmes are now in a better position to reap the benefits of that investment and potentially catalyze an impact with the right amount of funding and support.

348. **Conclusion 7. The 10YPF structure is complex, especially given its level of funding, making the Secretariat's job particularly difficult and open to criticism. Going forward, the One Planet Network needs to be organised to successfully catalyse and mobilise change.** The focus of this TE has been on the functions of the Secretariat, and so from a governance perspective it has primarily considered the role of the Secretariat rather than the complex governance structure for the 10YFP as a whole. The structure and size of the Secretariat will depend on the agreed functions the Secretariat should have in a potential second phase of the 10YFP, which is indispensable from discussions on the role of other members of the Network, in particular the Programmes. This evaluation has presented two possible options: (i) a Secretariat focused on functions best undertaken by a centralised body and which it is best at (e.g. monitoring progress, knowledge management and dissemination of information and advocacy and networking); or (ii) the Secretariat retaining all its current functions, but better resourced, in particular to address the areas the 10YFP has fared less well in and are critical to achieving an impact such as resource mobilization (to increase reach and frequency of engagement with potential funders, develop proposals and operationalise a more diverse funding portfolio alongside the MPTF[110]) and supporting country engagement and implementation.

B.   Summary of project findings and ratings

349. Table 11 provides a summary of the ratings and finding discussed in Chapter V. Overall, the project demonstrates a rating of 'Satisfactory'.

Table 11: Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		**Highly Satisfactory**
1. Alignment to MTS and POW	The project is closely aligned with UNEPs MTS 2014-2017 and 2018-2021	Highly Satisfactory
2. Alignment to UN Environment /Donor strategic priorities	The project is closely aligned with the priorities of the project's main donor - the EC, and with other donors through its relevance to Agenda 30 and international conventions such as the Paris Agreement	Highly Satisfactory
3. Relevance to regional, sub-regional and national environmental priorities	The project aligns with the priorities of countries and regions through the centrality of SCP to the realisation of sustainable development and inclusive green growth objectives.	Highly Satisfactory

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[110] As noted above, It is not clear how the Secretariat would manage if MFTF US$200 million to disburse.

Criterion	Summary assessment	Rating
4. Complementarity with existing interventions	At design the project took account of ongoing and planned initiative to promote synergies and avoid duplication, and has enhanced its collaboration with some key initiatives during project implementation	Satisfactory
Quality of Project Design	The project document clearly sets out the social, economic and environmental costs associated with unsustainable patters of SCP and its importance to a broad range of stakeholders. The project documents does not include or refer to a ToC and the logical framework has areas of concern (specification of outcomes, missing baselines).	**Moderately Satisfactory**
Nature of External Context	No external features of the project's implementation context, such as conflict, natural disaster, or unanticipated political upheaval have limited the project's performance. While such events may have been evident in specific countries, the global scope of the project means that overall such events have not had a material impact on the project and they were not tracked	**Highly Favourable**
Effectiveness		**Satisfactory**
1. Availability of outputs	All targets were achieved, with 5 out of the 21 output targets exceeded. While more remains to be done, great strides were made in a number of areas to develop and strengthen the One Planet Network including: successful advocacy at high level political fora, development of the One Plan One Planet Strategy, rebranding of the 10YFP to the One Planet Network, a revamp of the website and development of one stop shop for SDG12, development and introduction of an online monitoring and reporting framework for the Network and for reporting of SDG12.1.1, and the introduction of tailored tools to prioritise future interventions at country level. However, a level of frustration is evident across the Network with the inability of the Network to transition from a partnership platform to implementation of SCP initiatives on the ground. This is in many ways related to the low level of resource mobilisation that the Secretariat has been able to facilitate. The engagement with Programmes has been mixed while engagement with the NFPs remains challenging, and there were inefficiencies in the development of the website resulting in a lost opportunity to fully integrate the website and delays.	Satisfactory
2. Achievement of project outcomes	All targets achieved. Membership of the Network has grown during the project and the Secretariat has enhanced co-ordination / cohesion through the development of the strategy, webinars and face to face meetings. However, a number of challenges are evident in particular in terms of engaging and promoting synergies across the 6 Programmes, and engaging and increasing the capacity of the NFPs. Hence there is scope to improve cohesion and systematic coordination across all levels.	Satisfactory

Criterion	Summary assessment	Rating
3. Likelihood of impact	The impact will not be achieved without a change to a more country focused approach to support national level implementation and a diversified and effective resource mobilisation strategy supported by all network partners. Greater engagement by partners, including NFPs, and more targeted and strategic tools and technical support for countries are also needed to move from Project Outcome to Intermediate States and Impact.	Moderately Unlikely
Financial Management		**Moderately Satisfactory**
1. Adherence to UNEP's financial policies and procedures	These have been adhered to.	Satisfactory
2. Completeness of project financial information	Some discrepancies / confusion between different financial reporting requirements, treatment of reversals. Lack of co-financing information, although this is very difficult to track given the scope of Network.	Moderately Satisfactory
3. Communication between finance and project management staff	Strong awareness from project team on the project's financial status. Better communication was needed around the fund reversal and management of financial reporting and monitoring following this.	Moderately Satisfactory
Efficiency	The project achieved all its targets and was cost-effective. The project has made efforts to build synergies and links with programmes and projects. It strengthened its relationship with other flagship initiatives within UNEP – such as the IRP and PAGE, and enabled a more coordinated response to SCP through establishment of the MPTF. More could have been done to engage at the regional level and to engage development banks and the private sector.	**Satisfactory**
Monitoring and Reporting		**Satisfactory**
1. Monitoring design and budgeting	Processes for project monitoring are set out in the project document, although the allocation of budget to M&R is not apparent.	Satisfactory
2. Monitoring of project implementation	An online M&R system was developed by the project, in addition the project benefited from a mid-term review of the entire 10YFP. High quality Annual reports were prepared for the HLPF	Highly Satisfactory
3. Project reporting	The project is covered under the umbrella project 613.1 in UNEP's Project Informational Management System. Annual reports, which were comprehensive, were prepared for the EC.	Satisfactory
Sustainability		**Moderately Likely**

Criterion	Summary assessment	Rating
1. Socio-political sustainability	The One Planet Network is the delivery mechanism for SDG12, supporting the continuation and further development of project outcomes after the project. The One Planet Network Programmes are committed to taking the work forward, however ownership, awareness and capacity of Governments and of country level stakeholders needs to be further developed for outcomes to be up-scaled.	Likely
2. Financial sustainability	Successful resource mobilization remains a critical issue going forward if the One Planet Network is to realize its objective to implement at country level.	Moderately Likely
3. Institutional sustainability	Through the project's monitoring and reporting of SDG 12.1 it is evident that there is a positive trend in terms of policies introduced by Governments in support of SCP. However, implementation of these policies depends on more resources and capacity at the national level and awareness of the linkage of SCP to core development objectives.	Moderately Likely
Factors Affecting Performance		**Moderately Satisfactory**
1. Preparation and readiness	Project preparation was satisfactory and no issues arose or were addressed during the mobilization of the project.	Satisfactory
2. Quality of project management and supervision	The project had a strong, cohesive and highly committed team and the project has on the whole been well managed.	Satisfactory
3. Stakeholders' participation and cooperation	Enhancing cohesion and collaboration is a core function of the Secretariat, which was advanced through a range of tools and activities (e.g. development of the One Planet Network Strategy, joint advocacy efforts, sharing of information through webinars and face to face meetings). The One Planet Network is broad and the Secretariat has reached out to all parts of the Network (the Board, Donors, Programmes, NFPs, UN Agencies etc). More could have been done to engage the Board, UNEP regional offices, development banks, the private sector and stakeholder focal points.	Moderately Satisfactory
4. Responsiveness to human rights and gender equity	Gender is included as one of the human well being dimensions in the M&R Framework and gender equality has been a consideration in the demonstration projects funded through the TF. More needs to be done to engage women and indigenous groups in the activities and decisions of the One Planet Network.	Moderately Satisfactory
5. Environmental, social and economic safeguards	Minimising the environmental footprint and improving social conditions and equity are core features of the initiative	Satisfactory
6. Country ownership and driven-ness	While this is key for the project's outcomes to progress, a limited number of NFPs are closely involved in the One Planet Network, appreciation of the initiative does not extend beyond the Ministry of Environment in most cases and capacity and resources for implementation are low.	Moderately Unsatisfactory

Criterion	Summary assessment	Rating
7. Communication and public awareness	The project has made progress in terms of knowledge management, visibility and communications, but more needs to be done to raise the visibility of the One Planet Network in countries and distinguish it from similar initiatives. Enhanced brand recognition is important for fund raising.	Satisfactory
Overall Project Performance Rating		**Satisfactory**

Rating scales:

(i) Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
(ii) Sustainability and Likelihood of Impact are rated from Highly Likely (HL); Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U); Highly Unlikely (HU)
(iii) Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

C.   Lessons learnt

350. Lessons learned from project implementation are presented below. They can inform the last two years of the 10YFP as well as the post-2022 strategy.

Lesson Learned #1:	**Sustainable Consumption and Production is central to economic and social development, but these links may not be obvious to decision makers and potential funders. It is therefore critical to articulate the benefits of SCP across economic, social and environmental dimensions and engage with a diverse range of Ministries, including Ministries of Finance who can promote the mainstreaming of SCP in national economic plans, financial policy instruments and national budgets.**
Context/comment:	SCP requires stronger coordination, policy coherence and integration across ministries and, crucially, engaging those with key economic and financial portfolios. One main challenge is that SDG 12 / SCP is narrowly perceived by policymakers, donors and the wider public as an environmental goal rather than cross cutting. Reinforcing this, the 10YFP has largely been working with Ministries of Environment, who typically do not have the political voice and weight to effect change across other Ministries and sectors of the economy and generate finance.

Lesson Learned #2:	**The ambition and breadth of the SDGs and SCP make them unattainable without robust partnerships. However, partnerships are challenging and building trust and collaboration takes time. The benefits to both parties need to be clearly articulated and funded for successful implementation.**
Context/comment:	A shift to sustainable consumption and production requires concerted action from governments, scientific institutions, businesses, civil society and international organisations. The MTR concluded that building multi-stakeholder partnerships requires time, effort and resources. Investment in the initial phases of the partnership is critical to build trust and relationships, ensure ownership and a strong engagement of partners, and lay strong and inclusive foundations for a successful implementation. Engaging with governments requires consistent / on-going interaction to build trust and to adapt as Government priorities change.

Lesson Learned #3:	**Resource mobilization needs to be diversified, with shared responsibility across the One Planet Network. Given that it is a specialised and time-consuming activity it needs to be well resourced to maximise chances of success.**
Context/comment:	While the mandate of the UNEP TF was to attract funding from diverse sources, resource mobilisation has been fairly limited to a few core funders. The MPTF is aimed at addressing the resource mobilisation challenge. However, given the funding gaps and vast scope of SCP, a much broader and diversified funding approach is required, building on all members of the network and types of funding.

Lesson Learned #4:	**Implementation at country level is a large and complex an undertaking. Country focused approaches, based on enhanced country and regional level support activities by the Secretariat, the Programmes and other Network partners, need to be adopted to better reach and support countries**
Context/comment:	It has been challenging for both the Secretariat and Programmes to engage with the NFPs and by extension countries in general. Given the large number of countries involved in the network (and the ambition that all countries are covered), a more country focussed approach needs to be designed and funded. Building strategic partnerships with Regional bodies and UN agencies with country presence and mainstreaming SCP on existing mechanisms, processes and initiatives at country level should be crucial elements in these efforts

Lesson Learned #5:	**NFPs are not experts across all aspects of the six 10YFP Programmes and should be supported to play a liaison role, facilitating the Programmes to connect with all concerned Ministries and country and regional level partners**
Context/comment:	The engagement between Programmes and NFPs has been challenging but is key for developing work at the country level. The NFPs serve as an official entry points for the One Planet Network, but given the diversity of the Programmes need to be able to facilitate meetings across a broad range of Ministries and other stakeholders in country.

Lesson Learned #6:	**Quality needs to take precedence over quantity in terms of tools and guidance and knowledge curation**
Context/comment:	There needs to be greater focus on quality rather than quantity, so that users can quickly identify guidance and best practice case studies tailored to their priority needs, be clear on how they can be applied in varying country context and have confidence in their suitability and scientific standing.

Lesson Learned #7:	**High level political champions are needed to accelerate a move to SCP, at country and global level**
Context/comment:	High level political (Ministerial) support is needed to increase the visibility and uptake of the SCP and the mandate of the One Planet Network Within UNEP SCP profile has increased as evidenced in the draft Mid-term Strategy of UNEP which acknowledges that unsustainable consumption and production underlying all crises - climate, pollution, biodiversity. This supports uptake both within UNEP and across the UN agencies

Lesson Learned #8:	**Flexibility in terms of hiring service providers through competitive tender and clear and comprehensive technical TOR can reduce inefficiencies and misunderstandings at project implementation**

Context/comment:	The development of the One Planet website was hindered by the requirement that the project used a specific service provider, rather than it being able to select its own service provider and be engaged in the procurement process. Different expectations on scope/ quality of work between the Secretariat and the web development company also affected the quality of the website.

Lesson Learned #9:	**It is important to manage expectations of partners including donors on funding and for One Planet Network Partners to be clear on their role and responsibilities.**
Context/comment:	The 10YFP has suffered from over ambitious and unrealistic promises on funding in the past which lessen the interest of partners in the 10YFP. It is therefore important that expectations around the MPFT are realistic and reviewed and communicated regularly to partners. It is also important that donors and the One Planet Network are clear upfront the conditions surrounding the use of funds from both parties perspective and the benefits and costs to both parties, so as to avoid lengthy negotiations and delays to implementation.

D.   Recommendations

351. Based on the findings and conclusions presented by this evaluation, the report presents 11 recommendations for improvement. The recommendations are addressed not only to the 10YFP Secretariat but also to other relevant parties that have a role and responsibility in their implementation.

352. Rationale and supporting discussions found in Sections V.A and V.D and conclusion 3.

Recommendation #1:	**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**
Challenge / problem to be addressed by the recommendation:	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 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.'

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.
Priority Level [111]:	Critical recommendation
Type of Recommendation	Project
Responsibility:	Secretariat
Proposed implementation time-frame:	2020/2021

353. Rationale and supporting discussions found in Section V.D and V.I and conclusion 7.

Recommendation #2:	**As part of discussions on the overall governance structure of the One Planet Network, hold collaborative discussions on the functions of Secretariat in the potential second phase of the 10YFP**
Challenge / problem to be addressed by the recommendation:	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 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 (centered 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.
	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.
	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).
Priority Level:	Critical recommendation
Type of Recommendation	Project
Responsibility:	Secretariat, Board, Programmes, MPTF Steering group
Proposed implementation time-frame:	2020/2022

354. Rationale and supporting discussions found in Section V.D and conclusion 3.

Recommendation #3:	**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 diversified approach to financing country level implementation.**
Challenge / problem to be addressed by the recommendation:	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. Elements of this could include (to be determined through the review process):

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[111] *Critical recommendation: address significant and/or pervasive deficiencies in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of programme objectives.*

Important recommendation: address reportable deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance might be at risk regarding the achievement of programme objectives. Important recommendations are followed up on an annual basis.

Opportunity for improvement: comprise suggestions that do not meet the criteria of either critical or important recommendations, and are only followed up as appropriate during subsequent oversight activities.

	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 better' and climate change; and,
Priority Level:	Critical recommendation
Type of Recommendation	Project
Responsibility:	Secretariat, Board, Programmes
Proposed implementation time-frame:	2020 /21

355. Rationale and supporting discussions found in Section V.D, V.H, V.I and conclusions 3 and 4.

Recommendation #4:	**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**
Challenge / problem to be addressed by the recommendation:	Implementation at the country level is a large and complex an undertaking[112]. 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. 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. Factors to be considered to strengthen country level implementation are: i/ The One Planet Network needs to expand and strengthen its engagement with other influential Ministries (Planning, Investment, Finance) and Inter-Ministerial

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[112] Currently, four out of the six Programmes have identified 20 countries as potential partners (Report to HLPF, 2019)

	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.
	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[113]. Strategic partnerships should also be fostered with UN agencies and partners with country presence to mainstream SCP in ongoing mechanisms, processes, and initiatives.
	iii/ The Inter-Agency Coordination Group / MPTF partners should continue to enhance collaboration and coordination at the country level – engaging with national SDG focal points and supporting inter-ministerial coordination among other things.
	iv/ Regional level engagement should be supported and enhanced to help foster / support implementation at country level[114]. 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).
	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 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 catalyze implementation for each community of practice[115].
Priority Level:	Critical recommendation
Type of Recommendation	Project
Responsibility:	Secretariat, Board, Programmes, NFPs.
Proposed implementation time-frame:	2020 / 2021

356. Rationale and supporting discussions found in Section V.D and Lesson 8.

Recommendation #5:	Review implications of sole provider for IT services and benefits of moving towards approved roster of providers or competitive tender process
Challenge / problem to be addressed by the recommendation:	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

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[113] The two existing MPTF proposals have reportedly started this process.
[114] The Board has called for more interaction with regional organisations in the future and to determine how to better engage NFPs and others in Government in the Network (10YFP Board Strategic call, January 2019)
[115] It was suggested that other thematic sectors such as textiles and ICT could be added

	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.
	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.
Priority Level:	Important
Type of Recommendation	UNEP wide
Responsibility:	UNEP – Corporate Service Division
Proposed implementation time-frame:	2021/2022

357. Rationale and supporting discussions found in Section V.D, V.F and V.I and conclusion 2.

Recommendation #6:	**Enhance coordination and coherence across the network and with other UNEP interventions**
Challenge / problem to be addressed by the recommendation:	There is scope for more collaboration (strengthening linkages and cross fertilization) but it is recognised that collaboration takes time and the benefits to parties need to be clearly articulated and funded.
	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.
	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.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	Secretariat, UNEP Senior Management
Proposed implementation time-frame:	On-going

358. Rationale and supporting discussions found in Section V.D, conclusion 2 and lesson 6.

Recommendation #7:	**Knowledge management should be focused on country needs and priorities supported by an ongoing use of science. *Building on the Joint Task Group (IRP/One Planet), t*he One Planet Network needs to maintain a standard of excellence, so that only the best tools are promoted, based on expert review**

Challenge / problem to be addressed by the recommendation:	A clear way the Secretariat can add value is through the promotion of high-quality implementation tools for actors on the ground. The 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.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	Secretariat
Proposed implementation time-frame:	On-going

359. Rationale and supporting discussions found in Section V.D and V.I, and conclusion 2 and 3.

Recommendation #8:	**Communications and outreach should be focused on building awareness on the benefits of SCP and drawing investors to the network to accelerate implementation**
Challenge / problem to be addressed by the recommendation:	Showcasing the benefits of SCP in the three dimensions of sustainable development (economic, social and 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.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	Secretariat
Proposed implementation time-frame:	2020 /2021

360. Rationale and supporting discussions found in Section V.D and conclusion 2.

Recommendation #9:	**Explore mechanisms for encouraging reporting by Programmes and simplifying the M&R online system**
Challenge / problem to be addressed by the recommendation:	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).
	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.
	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. 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.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	Secretariat
Proposed implementation time-frame:	On-going

361. Rationale and supporting discussions found in Section V.D and conclusions 2 and 5.

Recommendation #10:	**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.**
Challenge / problem to be addressed by the recommendation:	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 groups (women and indigenous communities), to determine the way forward.
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	Board, MPTF Steering Committee and Secretariat
Proposed implementation time-frame:	On-going

362. Rationale and supporting discussions found in Section V.D and V.I and lesson 7.

Recommendation #11:	Identify champions to enhance profile of SCP
Challenge / problem to be addressed by the recommendation:	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 activity engage in the promotion of SCP and the One Planet Network
Priority Level:	Opportunity for improvement
Type of Recommendation	Project
Responsibility:	UNEP Senior Management, Board and Secretariat
Proposed implementation time-frame:	On-going

ANNEX I.   PEOPLE CONSULTED DURING THE EVALUATION

Organisation	Name	Position	Gender
10YFP Secretariat	Andrew Schmidt	Consultant – Knowledge Management	M
10YFP Secretariat	Cecilia Lopez y Royo	Coordinator	F
10YFP Secretariat	Charles Arden Clarke	Head of 10YFP Secretariat	M
10YFP Secretariat	Desponia Kouria	Support to SPP Programme	F
10YFP Secretariat	Edith Kiget	Administrative Support	F
10YFP Secretariat	Fabienne Pierre	Programme Officer	F
10YFP Secretariat	Gina Torregroza	Programme Officer – Monitoring & Reporting	F
10YFP Secretariat	Katie Tuck Diaz	Associate Programme Officer	F
10YFP Secretariat	Mei-Ling Park	Consultant – Communications (2017-mid 2019)	F
10YFP Secretariat	Samantha Webb	Consultant – Communications (from mid 2019)	F
10YFP Secretariat	Sofie Clausen	Consultant – Monitoring & Reporting	F
10YFP Secretariat	Yulia Rubleva	Programme Assistant (Trust Fund)	F
BioRegional	Sue Riddlestone	Founder	F
Consumers International	Naomi Scott-Mearns	Sustainable Consumption Manager	F
Economic Commission for Latin America and the Caribbean	Luis Flores		M
European Commission	Jesús Alquezar Sabadie	Socio-economic analyst / Project Task Manager	M
European Commission	Luca Marmo	*EC Task Manager (previous)*	M
Federal Office for Agriculture, Switzerland.	Patrick Mink	Senior Policy Officer	M
Federal Office for Environment, Government of Switzerland	Sebastian Koenig	Senior Policy Advisor UNEP Focal Point Switzerland	M
Green Building Council Finland (FIGBC)	Pekka Huovlla	SBC Coordinator	M
Government of Germany	Bettina Heller	Programme Officer	F
Government of Germany	Nils Heuer	Associate Programme Officer	M
IGES - Japan	Atsushi Watabe	Co-lead, Sustainable Lifestyles and Education Programme	M

Organisation	Name	Position	Gender
IGES-Japan	Hideyuki Mori	President IGES-Japan - Board Representative for Asia Pacific Group -Co-lead, Sustainable Lifestyles Programme	M
Ministry of Agriculture and Livestock (Costa Rica)	Roberto Azofeifa-Rodriguez	- Chief of Sustainable Production Department - Co-lead Sustainable Food Systems Programme - Alternate National Focal Point for Costa Rica	M
National Environment Commission Secretariat - Bhutan	Karma Tshering	Head, Policy and Programming Services Representative for Asia Pacific on the 10YFP Board -10YFP National Focal point for Bhutan	M
Ministry of Environment of Finland	Aino Lipsanen		F
Ministry of Environment of Finland	Harri Hakaste		M
Ministry for Environment, Japan	Naoki Amako	Deputy Director International Strategy Division	M
Royal Institution of Technology, Melbourne (RMIT)	Priyanka Erasmus	*Project Officer* *School of Property, Construction and Project Management.*	F
Royal Institution of Technology, Melbourne (RMIT)	Usha Iyer-Raniga	*Professor of the School of Property, Construction and Project Management.* *Co-lead of the Buildings and Construction Programme.*	F
UNEP	Adriana Zacarias Farah	Regional Officer for Latin America and the Caribbean	F
UNEP	Benjamin Simmons	Head of Secretariat, Green Growth Knowledge Platform	M
UNEP	Elisa Tonda	Head, Consumption and Production Unit	F
UNEP	Fuaad Alkizim	Fund Management Officer	M
UNEP	John Peter Oosterhoff	Administrative Officer	M
UNEP	Jonathan Duwyn	Programme Officer.	M
UNEP	Llorenç Milà i Canals,	Head of the Secretariat Life Cycle Initiative	M
UNEP	Maria-Jose Baptista	Programme Officer, International Resource Panel	F
UNEP	Martina Otto	Head, Cities Unit	F
UNEP	Mushtaq Memon	Regional Officer for Asia	M

Organisation	Name	Position	Gender
UNEP	Robert Rodriquez	Chief, Information and Communications Technology Unit. Economy Division	M
UNEP	Sandrine Marques	Corporate Services Division Coordinator of the Programme Management Unit European Commission ENRTP-GPGC programmatic cooperation	F
UNEP	Steven Stone	Chief, Resources and Markets Branch	M
UNEP	Svitlana Mikhalyeva	Sustainable Tourism Consultant	F
UNEP	Patrick Mwesigye,	Regional Officer for Africa	M
UNDP	Tim Scott	Policy Advisor, Environment Nature, Climate, Energy Bureau for Policy and Programme Support/Global Policy Network	M
UN Food and Agriculture Organization	Jamie Morrison	Director, Food System Programme	M
UNOPS	Steven Crosskey		M
UNWTO	Virginia Trapa	Programme Officer, Sustainable Development of Tourism	F

ANNEX II.   KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- ENRTP-GPGC UNEP Project Document, July 2016. Enhanced Coordination and Implementation of the 10FYP and its programme.
- ENRTP-GPGC UNEP Project Document, revised 2018. Enhanced Coordination and Implementation of the 10FYP and its programme.
- ENRTP-GPGC UNEP Project Document, revised 2019. Enhanced Coordination and Implementation of the 10FYP and its programme.
- Project Document, 2019. Secretariat Services to support the delivery of the 10 Year Framework of Programmes on SCP – Phase II
- UN Environment Programme, Economy Division, 2019. Final Project Report. Reporting period: 01/01/2019 - 31/12/2019 and backward looking since beginning of project implementation. Enhanced coordination and implementation of the 10-year framework of programmes on sustainable consumption and production patterns and its programmes. UNEP PoW project 613.1 "Secretariat Services and function for the 10YFP implementation
- Five years in: The One Planet network 2012-2017 Mid Term magazine
- The One Planet Network 2018. Annual magazine – Building a new relationship with Natural resources
- GPGC 10YFP Project budgets (initial and revisions)
- Financial reports – 2016, 2017, 2018
- Log of payments
- UN to UN Agreements

Project outputs: Output A – International Coordination of 10YFP
- One Plan for One Planet 5 year Strategy 2018-2022
- Annual Reports to the HLPF 2017, 2018 and 2019
- 10YFP Board Meeting Reports - 6th meeting January 2017, 7th meeting May 2017, 8th meeting June 2018
- 10YFP, 10YFP Board Terms of Reference, Adopted October 2013 / Updated June 2016.
- 10YFP Board FAQs
- 10YFP Board Strategic calls (October 2018, January 2019, May 2019, October 2019)
- 10-Year Framework of Programmes on Sustainable Consumption and Production. 2018-2022 10YFP Strategy Task Force - Terms of Reference
- 10-Year Framework of Programmes on Sustainable Consumption and Production. Strategy Task Force – first meeting (webinar). Meeting Meetings, 23 November 2017
- One Planet SDG 12.11. Pilot Reporting and Country - Need Assessment Webinar, in preparation for High Level Political Forum on Sustainable Development, 20128. ppt
- One UN for One Planet Inputs to the review of Sustainable Development Goal 12, 2018
- Ministerial Breakfast HLPF, 2018

- One Planet Network at HLPF, 2018
- SCP at Regional and National Levels – Brief presentation links and contacts
- Member state participation, May 2019
- National Focal Points – 10YFP NFP directory
- Monthly webinar ppts (9 on various topics)
- One Planet MPTF call – 1 September 2018, 2 October 2018, 29 November 2018, 4 February 2019, 7 May 2019 (links with output F)
- High Level UN Inter-Agency Meeting One UN for One Planet – Jointly Delivering SDG12 – Meeting Report May 2019
- 10YFP Inter-Agency Coordination Group, Meeting Report November 2016
- 10YFP Inter-Agency Coordination Group, webinar September 2017
- 10YFP Inter-Agency Coordination Group, webinar Online Reporting, December 2017
- One Planet handle with care leveraging the UN reform to deliver on SDG12 and Agenda 2030. Action Plan (undated)
- One UN for One Planet, Inputs to the review of Sustainable Development Goal 12
- The SDG12 Hub - common Platform for SDG 12
- Be a Champion of Sustainable Development Goal 12: contribute to it Global Fund (2 page brief)
- HLPF on Sustainable Development – Interim Progress Report prepared by 10YFP Secretariat on behalf of the 10YFP Board for the HLPF

Project outputs: Component B – 10 YFP Programmes Coordinated

- Mapping the Programme Portfolio ppt
- One Planet Handle with care Programme Coordination Desk Meetings Meeting Reports. 2017, 2018, 2019
- One Planet Handle with care Executive Meetings – Meeting Summary and Recommendations (2017, 2018, 2109)
- Executive Meeting 2018 Session. One planet – Working with Government to Implement SDG12. Ppt
- Pilot Reporting on SDG 12.1. National Action on SCP – Template
- Global Trends on National Sustainable Consumption and production policies. 2018. Ppt. Ligia Noronda. HLPF, 2018 Side Event. Sustainable Consumption and Production: From Science to Policy Action
- UNITAR, One Planet Network, 2020. Report on High-Level Political Forum on Sustainable Development SDGs Learning & Training Workshop System-thinking and policy planning for Sustainable Consumption and Production (SDG12): learning for impact across Agenda 2030. 12 July 2018, UN Headquarters, New York
- Task Group on catalyzing science-based-policy action on SCP Proposed way forward. UNEA-4 Resolution No. UNEP/EA.4/L.2 Innovative Pathways to achieve sustainable consumption and production
- Sustainable Consumption and Production: From Science to Policy Action. Note. World Circular Economy Forum, Helsinki, 5 June 2017.

- Monitoring Sustainable consumption and production Policies Worldwide, A Key Step towards building the science and policy Interface for SCP. Ppt. IRP / 10YFP side event. World Circular Economy Forum, Helsinki, 5 June 2017.

- Integrating Energy Efficiency into the 10 Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) UN City Copenhagen 8-9 September 2016 WORKSHOP REPORT

- Overview of food-related activities across programme. Ppt 24 May 2019

- Mission reports – various documents (London, 2017, Bali, 2018, Buenos Aires, 2018, Berlin, 2018, Rome, 2018, Amsterdam, 2019, Estoril, 2019, Costa Rica, 2019. Kyoto, 2019). [Includes Programme Annual Meetings and MAC meetings]

- Indicators of Success, Demonstrating the Shift to SCP, Principles, process and methodology, 2018

- Webinar on 2017 data collection and reporting. 12 Jan 2017

- Programme Coordination Desk Minutes (various - 2016-2019)

- 10YFP Network in Action: program Portfolios. Key principles and approaches

Project outputs: Component C – Assistance to Stakeholder to strengthen Institutional and Technical capacity

- Introducing the One Planet Network to 10YFP National Focal Points ppt

- Evaluation Report. E-learning course – Introduction to Sustainable Consumption and Production in Africa.

- Food and Our Future: Sustainable Food Systems in Southeast Asia – A massive open online course (MOOC). Monitoring and evaluation report

- 10-Year Framework of Programmes on Sustainable Consumption and Production. A Toolkit for National Focal Points.

- Sustainable Food Systems Roundtable in Africa Nairobi, 29 November 2019

- Satisfaction Survey. Sustainable Food Systems Roundtable in Africa Nairobi, 29 November 2019

- National Roundtable on SCP, Addis Ababa, June 2016 (Agenda and ppt)

- SWITCH Africa Green Regional Networking Forum Oct, 2018. (Mission report and ppts)

- Bhutan Roundtable, October 2019 (Agenda, ppts, mission report)

- Kazakhstan Roundtable, April 2017 (Agenda, mission report)

- Maldives Roundtable, 2016 (Agenda)

- 12th Asia Pacific Roundtable for Sustainable Consumption and Production: Call for Action – "Acting Together for our Future Sustainability" 12-13 July 2016, Cambodia CONCEPT NOTE AND AGENDA⌷⌷

- Regional Stakeholder Consultation Workshop on Implementing the Regional SCP Roadmap for Asia Pacific. 25 September, 2017. Amari Watergate Hotel, Bangkok

- Asia Pacific Roadmap 2016-2018

- Switch Asia 2nd Programme Steering Committee Meeting – Policy Dialogue on SDG12 Reporting Regional Networking Event, November 2019. Hanoi (Agenda and ppts)

- 3rd meeting of 10YFP National Focal Points of Western European and Other groups. Switzerland, 2019 (Agenda, List of Participants, potential areas of action)

- Bilateral meeting, Federal Office for the Environment Switzerland, 201

- Mission Report – Switch Coordination Meeting Brussels, December 2018 Regional Strategy on SCP for 10YFP Implementation in Latin America and the Caribbean, September 2016 Regional Forum on Sustainable Development for LAC. Santiago, Chile. April 2018. Mission Report. SWITCH Med Connect Conference, Barcelona, Spain. November 2018. Mission Report European regional Forum on Sustainable development, Geneva. March 2018. Mission Report and Concept Note South-South Cooperation Conference on SCP, Brasilia, April, 2017. (Agenda, List of Participants, meeting Report)

- 2018 Needs Assessment. Insights from the 10YFP National Focal Points

Project outputs: Component D – Scientific Case Strengthened

- Video - Quick Guide to 10YFP Annual Reporting, 2019. October 2019

- Webinar - Sustainability Reporting, Introducing the Methodology for SDG Indicator 12.6.1.

- 2019 official reporting on Sustainable Development Goal 12 of Agenda 2030 on Sustainable Development, Frequently Asked Questions (FAQs)

- Lopez y Roy and Torregroza (undated). Economic growth and natural resource use – breaking up with Business as Usual. 10YFP Secretariat, UN Environment

- SCP-Hotspot Analysis Fact Sheet, 2019

- Webinar - SCP-HAT e-learning course on SCP for Africa

- 10YFP: Pilot Reporting on SDG12.1. Training Guide

- One Planet SDG12.1.1 Pilot Reporting and Country Needs Assessment webinar. In preparation for the HLPF on Sustainable Development in 2018. ppt

- 2019 Official SDG12.1 Reporting Questionnaire. ppt

- 2019 Reporting on SDG12.1.1 – Main Results and Observations

- SDG 12.1.1 Analysis 2020

- 10YFP Secretariat Webinar on SDG 12.1 Reporting (English/ Spanish / French). July & September 2019

- 10YFP Secretariat Webinar on SDG12.1 SWITCH Asia

- List of SDG 12.1 Webinars and participating countries

- Complied database on national SCP Policies & Initiatives 2018

- Inputs to 2019 SDG report

- SDG 12 Storyline

- 10YFP Executive Meeting 2017. Breakout Session Regional and National Implementation

- 10YFP progress Brief 2016

- HLPF – Short paragraph on policy case studies (2019 SDG 12.1.1. Reporting)

- The One Planet Network 2018 Annual Magazine – Building a new Relationship with Natural Resources

- Examples to use as illustrations in the text of the glossy report on national SCP policies and instruments reported through the SDG 12.1.1 pilot reporting and suggestions for case studies
- Data base of suggested case studies SDG12.1.1, 2019
- Database – SCP Enabling Conditions Review, 2019
- SCP Hotspot Analysis Tool, Brown Bag Lunch. February 2019. Ppt
- SCP-HAAT Country Report Bhutan, Febriary 2020
- Stephan Lutter, Stefan Giljum, Pablo Piñero Heinz Schandl January 2019. National hotspots analysis to support science-based national policy frameworks for sustainable consumption and production Further developments of the Sustainable Consumption and Production Hotspots Analysis Tool (SCP-HAT). Vienna University of Economics and Business (WU), Austria and Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- UN, 2019. The Sustainable Development Goals Report

Project outputs: Component E – Global Communications and Outreach Activities
- 10 Country profiles, 2019
- Brochures – 10YFP General Brochure, May 2017, One Planet MPTF Brochure 2019, Programme Brochure, One Planet Brochure, 2019
- Operational Communications Strategy 2016-2018
- Communications and Visibility ppt, 2018
- One Planet Brand video
- Knowledge Management Strategy, 2017
- Mission Reports - Berlin, 2017; Expert Group Meeting on SDG 12, New York, May 2018; High Level Meeting EU and UN Environment, Brussels June 2018; Circular Economy 100 Annual Meeting on business partners – e risk. Iceland, 2017 Armenia, Netherlands, South Africa, Chile, Cost Rica, 2018. Missions to coordinate shooting of 360 videos
- Select monthly reports on clearinghouse updates - 2017, 2018, 2019
- Camp One Planet 360 video experience
- HLPF 2018 video
- Camp One Planet at UNEA
- Diagnostic Analysis of the Global SCP Clearinghouse, October 2016
- Knowledge Management in the 10YFP, 2017
- 10-Year Framework of Programmes on Sustainable Consumption and Production. A Toolkit for National Focal Points. Flyer.
- One Planet handle with care – Annex to 10YFP Brand Guidelines, 2018
- One Planet inform with care – The One Planet Network Programme on Consumer Information, Brochure
- Videos - Introducing the Global SCP Clearing House, 2013
- Video - Introduction to the SCP Clearing House for the SPP network, November 2017

Project outputs: Component F – Resource Mobilisation

- Video - Global Fund for Sustainable Development Goal 12. November 2018
- Coordination calls with Programmes, 2017 on resource mobilisation (minutes / webinar)
- 10YFP Resource Mobilisation Strategy 2017
- 10YFP Resource Mobilization Inter Programme Call. ppt 2017
- Leveraging the UN System to deliver on SDG12 and Agenda 2013 Action Plan
- Development Cooperation Priorities per Donor Countries
- Database Inventory of SCP Finance Mechanisms
- Economic opportunities from Sustainable Consumption and productions – Working together towards Common Goals. World Bank. April 2017 ppt
- 10YFP Trust Fund – streamlined process (pilot). Internal guidelines
- 10YFP Sustainable Lifestyles and Education Japan's Call for Proposals: Guidelines for Applicants
- 10YFP Sustainable Food Systems Programme. 10YFP Trust Fun call for proposals: guidelines for Applicants
- Trust Fund Reports 2-16. 2017, 2018
- Mission Report – UMEA Green Conference, Umea, Sweden. November 2017
- Mission Report – European Development days. Brussels. June 2018
- Mission Report – BMZ Bonn, Germany. December 2018
- Mission Report – Financing for Development Forum and SDG Investment Fiat, Ney York. April 2019.
- Mission Report. World Bank Bilateral Meeting. April 2017
- 10YFP: A Global Movement for Sustainable Consumption and Production. CE 100 workshop ppt
- List of Business Entities of the One Planet Network as of October 2018
- Business Engagement in 10YFP: Outcomes and lessons learned from the KETI research project
- Meeting minutes: Danone and SFS Programme, November 2017
- One Planet Network and the Financing for Development Forum, 2019 (note)
- One Planet MPTF for SDG
- MPTF video
- One Planet Multi-Partner Trust Fund for SDG12. Terms of Reference 2018-2022

Previous evaluations

- Béguerie, V. 2020. Terminal Review of the UNEP Project "UNEP/DG ENV GPGC PCA Integration of Statistical and Geospatial Information for Monitoring and Reporting of the Environmental Dimension of the 2030 Agenda and the SDGs Phase I: Development of an International Standard Methodology for Data Collection for SDG Global indicators"

- Terminal Evaluation of UNEP Project: "SWITCH to Sustainable Policies and Innovation for Resource Efficiency in Asia - Regional Policy Support Component" (SWITCH Asia RPSC) January 2017
- Rouhban, B., 2018. 10-Year Framework of Programmes on Sustainable Consumption and Production patterns (10 YFP). Independent External Review, 2017
- UN Environment, 2017. 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)

Reference documents
- United Nations Environment Programme, 2020. UNEP Medium Strategy (2022-2025) – Draft Narrative. UNEP/SC/2020/10/2. Committee of Permanent Representatives, Subcommittee Meeting, 14 July 2020.
- UNSG, 2017. Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all. Report of the Secretary General. A/72/124
- Annex to the letter dated 18 June 2012 from the Permanent Representative of Brazil to the United Nations addressed to the Secretary-General of the United Nations Conference on Sustainable Development. A 10-year framework of programmes on sustainable consumption and production patterns. A/CONF.216.5
- United Nations Environment Assembly of the UNEP fourth session Nairobi 11-15 March 2019. Innovative pathways to achieve Sustainable Consumption and Production

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ANNEX III.   NATIONAL FOCAL POINTS SURVEY

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1. Background information

1. Please specify what region you are from

Africa   Latin America and the Caribbean
Asia Pacific   Western Europe and Others Group
Eastern Europe

2. Views on Secretariat

2. In your view, how effective has the 10YFP Secretariat been in building cooperation and multi-stakeholder
partnerships across the One Planet network?

Extremely effective   Not so effective
Very effective   Not at all effective
Somewhat effective

3. Please let us know your level of agreement or disagreement with the following statement: *The 10YFP Secretariat is vital for the functioning of the One Planet network*

Strongly agree   Disagree
Agree   Strongly disagree
Neither agree nor disagree

4. In your view, what were the most important contributions of the 10YFP Secretariat over the period 2016-
2019?

4.   Engagement with the Secretariat and One Planet Network

5. What is your level of engagement with the 10YFP Secretariat?

About once a week   Once a quarter
A few times a month   No engagement
Once a month

6. Please let us know if you have participated in any capacity-building initiatives organized by the 10YFP
Secretariat (listed below) and how useful have you found them.

	Extremely useful	Very useful	Somewhat useful	Not so useful	Not at all useful	Did not attend
E-learning courses						
Webinars						

Roundtables						
Workshops						
Others (please specify)						

Please: (i) specify 'other' capacity building initiatives; and (ii) add any additional comments / views on the capacity-building / engagement initiatives offered by the 10YFP Secretariat

7. How useful did you find the guidance reports and tools distributed by the 10YFP Secretariat?

	Extremely useful	Very useful	Somewhat useful	Not so useful	Not at all useful	Not familiar with tool/ report
Toolkit for National Focal Points (April 2017)						
Hotspot analysis tool						
Other No 1. (please list below)						
Other No.2 (please list below)						
Other No.3 (please list below)						

Others (please specify)

8. Have you received other types of support from the 10YFP Secretariat (e.g. support for country level strategy on SCP, etc.)?

9. How useful has this support been?

Extremely useful   Not so useful
Very useful   Not at all useful
Somewhat useful

10. What is your level of engagement with the six 10YFP Programmes?

	A few times/ week	About once a week	A few times a month	Once a month	Less than once a month	No contact
Consumer Information						
Lifestyle and Education						
Public Procurement						

Buildings and Construction						
Tourism						
Food Systems						

11. To what extent are the six Programme areas of the 10YFP relevant to your national priorities?

Extremely relevant   Not so relevant

Very relevant   Not at all relevant

Somewhat relevant

What key areas are missing? Please comment

12. What regional or sub-regional level Sustainable Consumption and Production (SCP) related interventions/ events did you or your Government participate in between 2016-2019? Please list

5. Views on One Plan for One Planet Strategy 2018-2022

13. Please let us know your level of agreement or disagreement with the following statement: *The One Plan for One Planet Strategy was developed in a collaborative way*

Strongly agree   Disagree

Agree   Strongly disagree

Neither agree nor disagree

Please add any additional comments on the strategy dissemination and roll out here:

14. In your view, how effective was the dissemination and roll out of the One Plan for One Planet Strategy by the Secretariat?

Extremely effective   Not so effective

Very effective   Not at all effective

Somewhat effective

15. Please comment on the significance of the Strategy to the One Planet Network

6. Views on One Planet Network website and rebranding

16. How often do you use the One Planet website?

Every day   Once a month

About once a week   Less than once a month

A few times a month   Never

17. Please let us know your level of agreement or disagreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
It is easy to access information on the One Planet website					
The One Planet website has been successful in generating knowledge					
The information on the One Planet website is relevant to my work / country's priorities					

18. To what extent do you consider that the rebranding of the 10YFP to the One Planet Network has

increased traction on SCP initiatives in your country?

A great deal   A little

A lot   Not at all

A moderate amount

19. What recommendations do you have for improving the website and communications on the One Planet

7. Views on One Planet Network Monitoring & Reporting (M&R) system

20. In your view, how user friendly is the M&R framework introduced online during the project?

Extremely user-friendly   Not so user-friendly

Very user-friendly   Not at all user-friendly

Somewhat user-friendly

21. How do you rate the quality of the support and guidance received from the Secretariat on SDG 12

reporting?

Very high quality   Low quality

High quality   Very low quality

Neither high nor low quality   Did not receive support

22. What are the main challenges you face regarding M&R?

23. What recommendations do you have to improve the online M&R framework for the 10YFP / SDG12?

8. Views on the Multi Partner Trust Fund (MPTF)

24. To what extent do you think the MPTF created in 2019 will be able to enhance funding for SCP?

A great deal   A little
A lot   None at all
A moderate amount   Not aware of the MPTF

25. In terms of funding SCP implementation, what resource mobilisation challenges do you face?

┌───┐
│   │
└───┘

26. What are the main opportunities to raise finance for SCP in your country?

┌───┐
│   │
└───┘

9. SCP mainstreaming

27. To your view, is the One Planet Network recognized as a platform for achieving SDG 12 and national SCP objectives by your Government?

Yes
No

28. How has the Secretariat supported the mainstreaming of SCP policies and plans and / or the upscaling of SCP practices in your country?

┌───┐
│   │
└───┘

29. What are the key challenges facing the implementation of SCP policies in your country?

┌───┐
│   │
└───┘

30. What prioritized support would you like from the Secretariat in the future to facilitate the mainstreaming
and upscaling of SCP in your country?

┌───┐
│   │
└───┘

10. Final comments

31. Please provide any additional comments, views or recommendations regarding the services of the 10YFP
Secretariat over the period 2016-2019.

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│   │
└───┘

ANNEX IV.   BRIEF CV OF THE EVALUATORS

Name: Camille Bann

Profession	Environmental economics and policy consultant
Nationality	British
Country experience	• Europe: UK, Romania, Lithuania, Croatia, Armenia, Slovakia, Ireland, Germany • Africa: Mozambique, Kenya, Senegal, Cote d'Ivoire, South Africa, Seychelles, Tanzania, South Sudan • Americas: Chile, Trinidad and Tobago, Jamaica • Asia and Pacific: Cambodia, Vietnam, Malaysia, Singapore, Philippines, Bangladesh, India, Fiji, Nepal, Turkey, Tajikistan, Lao PDR, China, Myanmar, Thailand, Mongolia, Lebanon, Pakistan
Education	• 2003: PhD, Economics, University College London • 1991: MSc Environmental Economics and Natural Resource Management, University College London • 1988: BA (Hons) 2.1 Economics and Philosophy, University College London

Short biography

Ms Bann is an independent consultant with thirty years of experience working with national and local Governments, private sector and civil society in the area of sustainable development. She has worked across a number of policy areas including water, agriculture, forestry, industry, tourism, climate change and protected areas, in over 40 countries. Prior to becoming a freelance consultant in June 2009 she was Head of Environmental Economics at Jacobs UK Ltd where she managed a team of nine economists, and led on over 20 projects. Before this she was Principal Economist at the Environment Agency for England and Wales leading on Water Framework Directive economic appraisal. From 1993 to 2003 she worked as an independent consultant with a focus on South East Asia for a range of private, public, academic and third sector clients. At the start of her career she worked for a number of years for a policy research group – The Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity.

Key specialties and capabilities cover: valuation of ecosystem services, project and policy appraisal, design of policy instruments and financing mechanisms, integrated planning and strategic reviews, project and programme evaluations.

Selected assignments and experiences - Independent evaluations:
- Final Programme Evaluation of Joint UNDP-UN Environment Poverty Environment Initiative (PEI) 2013-2018.
- Midterm Evaluation (MTE) of the UNEP-ILO-UNDP-UNIDO-UNITAR Project 'Partnership for Action on Green Economy (PAGE)'
- Lebanon – Independent Country Programme Evaluation (ICPE). UNDP. Inclusive Growth and Environment and Energy.
- Independent Terminal Evaluation of GEF Project – Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems (Dolphin – EPASIIAE).
- Independent Terminal Evaluation of the GEF Project Expansion and Strengthening of the Protected Area Subsystem of the Outer islands of Seychelles and its integration into the Broader Land and Seascape.

- Midterm Review of GEF project – Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex, Thailand (PIMS 5436).
- Midterm Review of the GEF funded Seychelles Protected Areas Finance Project.
- Midterm Evaluation of the UNEP/GEF project 'Project for Ecosystem Services' (South Africa, Lesotho, Trinidad and Tobago, Viet Nam and Chile).
- Terminal Evaluation of Project: Strengthening National Institutional Capacities for Mainstreaming Environmental Agreements (MEAs) into National Poverty Reduction Strategies in South Sudan and Lao PDR.
- Terminal Evaluation of the UNEP GEF project: International Commission on Land Use Change and Ecosystems.
- Independent Expert Review of the Strategic Plan for Climate Resilience under the Pilot Program for Climate Resilience for The Gambia, Madagascar and the Kyrgyz Republic.

Name: Teresa Amador

Profession	Environmental law and governance consultant
Nationality	Portuguese
Country experience	- Europe: Italy, Portugal, Switzerland, Russian Federation - Africa: Angola, Cabo Verde, Condo, DRC, Ghana, Guinea-Bissau, Kenya, Malawi, Mozambique, Namibia, São Tomé and Principe, Senegal, Seychelles, Somalia, South Africa, Swaziland, Sudan, Tanzania - Latin America and the Caribbean: Brazil, Trinidad and Tobago, Uruguay, - Asia and Pacific: Cambodia, Indonesia, Jordan, Timor Leste, Thailand, Yemen
Education	2015: European Programme for Development Evaluation Training (IPDET) 1996-97: Master's in Environmental Law (LLM), University of London 1988-1993: Law Degree, University of Lisbon

Ms Amador is a Senior Consultant with over 15 years of experience on international environmental law and governance, 15 years of experience on chemicals, including negotiations of MEAs and legal advise and 10 years of conducting ex post and ex ante evaluations of programmes and projects. She has extensive knowledge in environmental and fisheries law within the EU and at international level, and substantive experience evaluating development projects and programs for international organisations. Ms Amador has also provided legal assistance to developing countries for the legal drafting on environmental and fisheries issues and comparative legal analysis with international best practice. Ms Amador holds a Master's Degree on Environmental Law from the University of London, a Law Degree from the University of Lisbon.

Selected assignments and experiences - Independent evaluations:

- Terminal Evaluation of the Minamata Convention Initial Assessment, 2019, UNIDO
- Terminal Evaluation of the Phase out of HCFCs and Promotion of HFC-free Energy Efficient Refrigeration and Air-conditioning Systems in the Russian Federation through Technology Transfer, 2018, UNIDO
- Terminal Evaluation of the following two projects: Support to Implementation of the chemicals and waste Multilateral Environmental Agreements (Basel, Rotterdam and Stockholm Conventions), UNEP, 2016

- Cluster evaluation of UNIDO Projects "Enabling activities to review and update the National Implementation Plans for the Stockholm Convention on Persistent Organic Pollutants", 2014-2015, UNIDO
- Evaluation of the fisheries component of the FAO-Norway Programme Cooperation Agreement (2005-2007): an analysis at HQ level of activities carried out with PCA funds, namely work under Fish Code, work on legal tenure of fisheries and for the Commission on Plant and Animal Genetic Resources, 2008, FAO

ANNEX V.   EVALUATION TORS (WITHOUT ANNEXES)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1.   Project General Information

Table 1. Project summary

UNEP PIMS ID:	Implemented under umbrella project: 613.1, PIMS ID: 1730		
Implementing Partners:			
Relevant SDG(s) and indicator(s):	SDG 12. "Ensure sustainable consumption and production patterns" target 12.1 – indicator 12.1.1		
Sub-programme:	6. Resource Efficiency and Sustainable Consumption and Production	Expected Accomplishment(s):	a) Cross Sectoral scientific assessments, research and tools for sustainable consumption and production and green economy developed, shared, and applied by policy makers, including in urban practices in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including urban practices
UNEP approval date: EC approval date:	N/A 15 July 2016	Programme of Work Output(s):	Output 613.1 Secretariat services 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
Expected start date:	July 2016	Actual start date:	July 2016
Planned completion date:	June 2018	Actual operational completion date:	Dec 2019
Planned project budget at approval (*as per prodoc 2016 budget*):	2,250,000 EUR or 2,141,755 USD	Actual total expenditures reported as of 2 December 2019:	1,843,646 USD
Planned Environment Fund allocation:	N/A	Actual Environment Fund expenditures reported as of [date]:	N/A
Planned Extra-Budgetary Financing:	N/A	Secured Extra-Budgetary Financing:	14,181,724 USD

		Actual Extra-Budgetary Financing expenditures reported as of [date]:	N/A	
First disbursement:	not available	Planned date of financial closure:	31 December 2019	
No. of formal revisions:	2	Date of last approved project revision:	June 2019	
No. of Steering Committee / Board meetings:	9	Date of last/next Steering Committee meeting:	Last: May 2019	Next:
Mid-term Review/ Evaluation *(planned date):*	N/A	Mid-term Review/ Evaluation (actual date):	N/A	
Terminal Evaluation *(planned date):*	January 2020	Terminal Evaluation (actual date):	April-September 2020	
Coverage - Country(ies):	Global	Coverage - Region(s):	Africa Asia and the Pacific Europe Latin America and the Caribbean North America Western Asia	
Dates of previous project phases:	2012-2016	Status of future project phases:	Under development	

2.   Project Rationale

1.   Addressing current unsustainable patterns of consumption and production is an imperative for the achievement of sustainable development in an increasingly resource intensive world. Currently, over 60 percent of the ecosystems and their services upon which we rely are degraded, overexploited or already lost. Human population is projected to be 9.5 billion by 2050, while about 1.2 billion people currently live in extreme poverty and deprivation. Unsustainable consumption and production patterns are increasing water and air pollution, including greenhouse gas emissions, land and forest degradation, waste generation and the use of harmful chemical substances. Current pressures on the planet's natural resources, life support systems and eventually human beings will increase with population and economic growth, unless consumption and production patterns become more efficient, less polluting and more respectful of the environment and people.

2.   Shifting towards Sustainable Consumption and Production (SCP) has been increasingly recognized as a necessary condition for sustainable economic growth and prosperity[116]. SCP has become well embedded in the global agenda for sustainable development since the adoption of Agenda 21 and the 10 Year Framework of Programmes on SCP Patterns (10YFP) at the United Nations Conference on Sustainable Development (Rio+20)[117] in 2012. SCP is also at the heart of the Sustainable Development Goals (SDGs) and the 2030 Agenda as part of the SDG12 on

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[116] Modelling by UNEP has suggested that 'green growth' would become faster than that in 'business-as-usual (BAU)' scenarios no later than 2017, when proper account was taken of the growth-harming environmental damage associated with the BAU scenarios, UNEP, 2011

[117] The future we want, A/CONF.216/5

Responsible Consumption and Production, with the first target referring to the implementation of 10YFP.

3.   Following Rio+20, the United Nations Environment Programme (UNEP) was mandated to serve as the Secretariat of the 10YFP on SCP and to establish and administer a Trust Fund (TF) to support the implementation of SCP practices in developing countries. Since its establishment, the implementation of the 10YFP has been supported by several donors, including the European Commission (EC). The EC-GPGC funded project "Enhanced Coordination and implementation of the 10 Year Framework and its programme (10YFP) - hereafter the Project - is part of the EC's support to the 10YFP Secretariat, under the Directorate-General for Environment (DG Environment) and its Programme Cooperation Agreement (PCA) with UNEP (2014-2017). This project, which is in direct continuity of the EC-ENRTP funded project "Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP)"[118], falls under UNEP's umbrella project 613.1/ ID 1730 'Secretariat Services and Functions for the Implementation of the 10YFP'.

3.   Project Objectives and Components

4.   The Project's main objective was to support the strategic, action-oriented and coherent delivery of the 10YFP support for the shift towards SCP patterns at all levels, through continuous and strengthened secretariat functions and services. It's one main outcome, as stated in the project's Logical Framework, was to fulfill the 10YFP Secretariat services and functions and provide related financial and information sharing mechanisms to support the delivery of the 10YFP on SCP. To achieve this outcome, the project envisaged six components and six outputs, presented in table 2.

Table 2. Project components and outputs

Components	Outputs
Component A. Ensuring transparent and inclusive coordination of the 10YFP in the context of the 2030 Agenda for Sustainable Development	A. International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 agenda
Component B. A coherent, coordinated and inclusive development of the 10YFP programmes for achieving collective impact	B. 10YFP programmes coordinated in a coherent and synergetic way
Component C. 10YFP services are provided to stakeholders, strengthening institutional capacities and supporting the mainstreaming of SCP	C. Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP
Component D. Bringing evidence and science-based knowledge for SCP to monitor progress	D. Scientific case for SCP strengthened and SCP knowledge base increased and disseminated
Component E. SCP knowledge sharing, cooperation and outreach, increasing the visibility of the 10YFP	E. The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders

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[118] Umbrella project under PoW 613.1, subproject ECL 2J16 implemented from August 2012 to September 2016.

	including: Private sector, government, media, civil society, general public, UN system.
Component F. Mobilizing resources for the 10YFP and its Trust Fund	F. Resources for the 10YFP and its trust fund are administered and further mobilised

4.   Executing Arrangements

5.   The Project was implemented by the 10YFP Secretariat, hosted by UNEP under its Resource and Markets Branch (based in Paris) of the Economy Division. Under UNEP's Programme of Work (PoW) 2016-12017, the project contributes to the Resource Efficiency and Sustainable Consumption and Production sub-programme.

6.   The 10YFP organizational structure comprises:

- A **Secretariat**, responsible for coordinating the transparent, inclusive and effective implementation of the 10YFP, including its Trust Fund and corresponding projects/grants;
- **The Inter-governmental Board,** composed of 10 Member States elected for a two-year term, and two members from each UN regional group[119].
- **UN Interagency Coordination Group** established on a voluntary basis and with the participation of all relevant UN entities[120];
- **National Focal Points (NFPs)**, nominated by Member States with the objective of ensuring contact and coordination with the 10YFP Board and the Secretariat, and to support the 10YFP implementation (by end 2013, 130 countries had nominated their national focal points and alternates).
- **Stakeholder Focal Points (SFPs)**, representing nine major groups at the global and regional levels, and acting as an effective channel for communications and engagement between the 10YFP, including the Secretariat and the Board, and their constituencies.
- A **Member State body** to receive reports from the Secretariat and the Board of the 10YFP. As per Resolution 67/203 of the UN General Assembly (UNGA) at its 67th session, ECOSOC would serve as the ad interim Member State body that receives reports from the Secretariat and Board. This settlement was revised after resolution 70/299 of the 70th session of the UNGA[121] in 2016, which emphasized the central role to be played by the High-Level Political Forum (HLPF), under the auspices of the ECOSOC, in following up and reviewing the implementation of the 2030 Agenda. Consequently, the HLPF was designated as the Member State Body responsible for receiving reports from the 10YFP Secretariat and Board.
- **Six 10YFP thematic and sectoral programmes**, led by UNEP, Member States and/or key partner entities, aimed at promoting and implementing SCP at national and local level by bringing together existing initiatives and partnerships working in similar areas, building synergies and cooperation between stakeholders to leverage resources towards mutual objectives and minimizing duplication of effort. In addition to the leadership entities for

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[119] Resolution 67/203, the 67th session of the UN General Assembly (UNGA)

[120] The 10YFP Inter-Agency Coordination Group gathered 19 UN entities on the date of its first meeting on 21-22 May 2013: list. The IACG remains an open group and more entities of the UN system are expected to join at a later stage.

[121] https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/299

each 10YFP programme, a **Multi-stakeholder Advisory Committee** was established for each programme, composed of up to 25 entities (governments and other stakeholder organizations). The programmes were foreseen as important platforms for multi-stakeholder dialogue and joint-implementation, and mechanisms to meet the goals and principles of the 10YFP, responding to national and regional needs, priorities and circumstances.

7.   Close cooperation with UNEP's regional offices was planned to support both the substantive and logistical/administrative in support of the 10YFP programme implementation. Regional offices were to ensure strong coordination with other key regional SCP mechanisms and initiatives (e.g. Regional Roundtables in Africa, Asia Pacific and the Arab region, Latin America and the Caribbean Regional Council of Government Experts on SCP, Partnership for SCP in Africa, SWITCH Asia[122], Switch Med, SWITCH Africa, among others). The overall 10YFP organizational structure is presented in figure 1.

Figure 1. 10YFP Organizational Structure
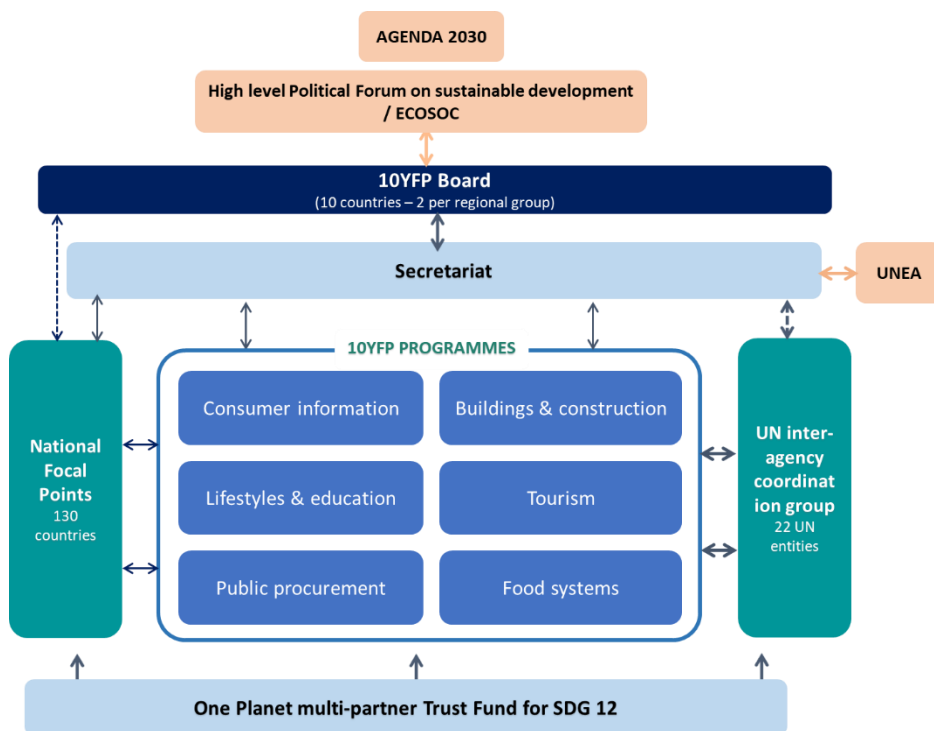
Source: GPGC 10YFP Extension to December 2019 project document

5.   Project Cost and Financing

8.   The project, which had an original budget of € 2.250.000, was funded by the EC under the Global Public Goods and Challenges (GPGC) Thematic Programme. A budget revision took place in May 2019, increasing the budget by €200,000, leading to an overall budget of €2,450,000. Table 2 and Table 3 provide a breakdown of the project funding sources and expenditure by project component/output at design and implementation phase. Actual expenditures per project component were not available.

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[122] See terminal evaluation report of the Policy Support Component:
https://wedocs.unep.org/bitstream/handle/20.500.11822/20802/61401_3f-32_3b63_2017_te_unep_switch_asia_rpsc_evaluation_report.pdf?sequence=1&isAllowed=y

Table 2. Project Funding Sources

Funding source *All figures as USD*	
Cash	
European Commission (GPGC)[123]	2,141,755 USD
Sub-total: Cash contributions	*2,141,755 USD*
In-kind	
Environment Fund staff-post costs	to be confirmed
Sub-total: In-kind contributions	
Co-financing cash contribution	
UNEP[124]	250,616 USD
Federal Office for the Environment (FOEN) Switzerland	207,366 USD
Sweden	237,017 USD
10YFP Trust Fund contributions since 2012 (multi-donor)	13,486,725 USD
Sub-total: Co-financing contributions	14,181,724 USD
Total	**16,323,479 USD**

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[123] Figure based on latest Allotment report provided by FMO on 2 Dec 2019.

[124] Co-financing figures based on annual reports 2016 and 2017.

Table 3. Estimated cost at design by Project Component

Component (All figures as EUR)	Output	Estimated cost at design	Estimated cost at revision (2019)
Component A	International coordination of 10YFP conducted in coherent, transparent and inclusive manner with active engagement of board, UN system and other relevant stakeholders and aligned to 2030 agenda	395,455	304,639
Component B	10YFP programmes coordinated in a coherent and synergetic way	353,713	378,879
Component C	Assistance provided to 10YFP stakeholders to strengthen institutional capacity and to build technical capacity to mainstream SCP	612,000	998,445
Component D	Scientific case for SCP strengthened and SCP knowledge base increased and disseminated	166,273	114,094
Component E	The visibility of and engagement with the 10YFP is increased through global communication and outreach activities among all stakeholders including: Private sector, government, media, civil society, general public, UN system.	461,727	329,827
Component F	Resources for the 10YFP and its trust fund are administered and further mobilised	113,636	163,836
Total (EUR)		**2,102,804**	**2,289,720**

6.   Implementation Issues

9.   Project implementation was originally envisaged for 24 months, from July 2016 to June 2018. The project, however, went through two revisions during its lifecycle: the first in 2018 with the request for a no-cost extension until June 2019, and the second one in May 2019 with the €200,000 cost-extension request, extending project implementation until December 2019. In both occasions, the project's activities and milestones under each output/component were revised to reflect the progress made and add new activities/achievements (see annex 1).

10.   As all reporting in UNEP's Programme Information and Management Systems (PIMS) was done for the umbrella project 613.1 (PIMS ID: 1730), no specific reporting on the GPGC projects is available in the system. However, specific annual and financial reports were produced by the project team for the European Commission. Key implementation challenges mentioned in PIMS for the umbrella project included: delays in programming and disbursement of funds, excessive reporting burden due to UNEP's administrative processes and insufficient resources to carry the volume of activities and needs of the 10YFP.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7.   Objective and Scope of the Evaluation

11.   In line with the UNEP Evaluation Policy[125] and the UNEP Programme Manual[126], the Terminal Evaluation (TE) 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, the EC and main project partners. The evaluation will seek to identify lessons of operational relevance for future project formulation and implementation especially for a second phase of the umbrella project which is being considered (PIMS ID 2037).

12.   This terminal evaluation will cover the EC-GPGC funded project "Enhanced Coordination and implementation of the 10 Year Framework and its programmes (10YFP)", implemented under the UNEP Programme of Work umbrella project 613.1 (PIMS ID 1730), as presented in the below table.

Table 4. Projects covered under the umbrella project 613.1

PIMS / PoW ID	Project title and funding agreements	2014	2015	2016	2017	2018	2019
1730 / 613.1	**Secretariat Services and Function for the Implementation of the 10YFP: Enhanced coordination and implementation of the 10YFP and its programmes**				MTR		
	EC-ENRTP Project - € 2.2 million / Aug 2012-2015 extended to September 2016				TE - March		
	EC-GPGC Project - $2.25 million/ 2016-2018 extended to Dec 2019				**EVALUAND**		
	UNDA Project- Supporting Developing Countries to Deliver Sustainable Consumption and Production Services at the Country Level - $651,000/ 2015-2017, extended to 2018					TR - May	

Note: MTR stands for Mid-Term Review; TE for Terminal Evaluation, TR for Terminal Review.

8.   Key Evaluation Principles

13.   Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements will always be clearly spelled out.

14.   **The "Why?" Question.** As this is a terminal evaluation and a follow-up project is likely, particular attention will be given to learning from the experience. The assessment of the "*Why?*"

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[125] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

[126] This manual is available online within We Collaborate

question will be supported by the use of a theory of change approach. The evaluation will therefore 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. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

15.   **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes <u>over time</u> and <u>between contexts</u> in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on <u>prior intentionality</u> (e.g. approved project design documentation, logical framework) and the articulation of <u>causality</u> (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

16.   **Communicating evaluation results.** A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The evaluation will consider how to best promote reflection and learning, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the main evaluation report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The Evaluation Manager will identify, 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 tools; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

9.   Key Strategic Questions
17.   In addition to the evaluation criteria outlined in Section 10 below, the evaluation will address the **strategic questions** listed below. These are questions of interest to the project team, UNEP and the EC and to which the project is believed to be able to make a substantive contribution. These questions will be discussed and finalized during the inception phase, in consultation with the evaluator:

  (a)   To what extent was the Secretariat able to support the functions of the 10YFP as a result of the contributions of the GPGC project?
  (b)   What have been the implications, opportunities and challenges of the reporting structure of the 10YFP Secretariat to the High-Level Political Forum (HLPF)?
  (c)   How well is the 10YFP Secretariat positioned within UNEP's programme of work and what should be its optimal position within the organization?
  (d)   How can lessons learned from project implementation inform the post-2022 strategy and in that context the last two years of the 10YFP?
  (e)   To what extent has project implementation incorporated the lessons learned from previous evaluations and reviews of other 10YFP projects (i.e. the EC-ENTRP project

terminal evaluation conducted in March 2017 and the UNDA project terminal review from May 2018)?

10.   Evaluation Criteria

18.   All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria and a link to a table for recording the ratings is provided by the Evaluation Office. A weightings table will be provided in excel format to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the provision of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

A.   *Strategic Relevance*

19.   The evaluation will assess *'the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor'.* The evaluation will include an assessment of 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. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

   i.   *Alignment to the UNEP Medium Term Strategy[127] (MTS), Programme of Work (POW) and Priorities*

20.   The evaluation will assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW.

21.   UNEP strategic priorities also include the Bali Strategic Plan for Technology Support and Capacity Building[128] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

   ii.   *Alignment to Donor Strategic Priorities*

22.   The evaluation will assess the project's alignment and extent to which is responded to the European Commission's strategic priorities with respect to Resource Efficiency and the promotion of a Circular Economy, among others.

   iii.   *Relevance to Regional, Sub-regional and National Environmental Priorities*

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[127] 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 Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes: https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[128] http://www.unep.fr/ozonaction/about/bsp.htm

23.   The evaluation will assess the extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented. Examples may include: national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc.

iv.   *Complementarity with Existing Interventions*

24.   An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[129], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies) that address similar needs of the same target groups. The evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UN Development Assistance Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness

B.   Quality of Project Design
25.   The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established (www.unep.org/evaluation). This overall Project Design Quality rating is entered in the final evaluation ratings table as item B. In the Main Evaluation Report a summary of the project's strengths and weaknesses at design stage is included, while the complete Project Design Quality template is annexed in the Inception Report.

Factors affecting this criterion may include (at the design stage):
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

C.   Nature of External Context
26.   At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[130]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

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[129] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

[130] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team.

D. Effectiveness
i. Availability of Outputs[131]

27.   The evaluation will assess the project's success in producing the programmed outputs and achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the TOC. In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:
- Preparation and readiness
- Quality of project management and supervision[132]

ii. Achievement of Project Outcomes[133]

28.   The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[134] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary. The evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness

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[131] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

[132] 'Project management and supervision' refers to the supervision and guidance provided by UNEP to implementing partners and national governments.
[133] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

[134] UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

iii.   Likelihood of Impact

29.   Based on the articulation of long-lasting effects in the reconstructed TOC *(i.e. from project outcomes, via intermediate states, to impact),* the evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-term impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available on the Evaluation Office website, https://www.unenvironment.org/about-un-environment/evaluation, and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

30.   The evaluation will also consider the likelihood that the intervention may lead, or contribute to, underlined negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.[135]

31.   The evaluation will consider the extent to which the project has played a catalytic role or has promoted scaling up and/or replication[136] as part of its Theory of Change and as factors that are likely to contribute to longer term impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-term or broad-based changes. However, the evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:
  - Quality of Project Management and Supervision (including adaptive management)
  - Stakeholders participation and cooperation
  - Responsiveness to human rights and gender equity
  - Country ownership and driven-ness
  - Communication and public awareness

E. Financial Management

32.   Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The evaluation will verify the application of proper financial management standards and adherence to

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[135] Further information on Environmental, Social and Economic Safeguards (ESES) can be found at http://www.unep.org/about/eses

[136] *Scaling up* refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer term objective of pilot initiatives. *Replication* refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The evaluation will assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:
- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

33.   The evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution. Focussing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

34.   The evaluation will give special attention to efforts by the project teams during the implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[137] with other initiatives, programmes and projects etc. to increase project efficiency.

35.   The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:
- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

36.   The evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

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[137] Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

i.   *Monitoring Design and Budgeting*

37.   Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[138] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, vulnerability or marginalisation. The evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. In particular, the evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The adequacy of resources for mid-term and terminal evaluation/review should be discussed if applicable.

ii.   *Monitoring of Project Implementation*

38.   The evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This will include monitoring the representation and participation of disaggregated groups in project activities. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

iii.   *Project Reporting*

39.   UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. As the project under evaluation is part of a larger PoW project 613.1/ PIMS ID 1730, the reporting available in PIMS is not specific to the EC-GPGC project. Instead, it includes the results achieved through other funding agreements that make up the PoW umbrella project. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. In addition specific annual and financial reports for the GPGC project, prepared due to a requirement of the EC, will be supplied by the project team. The evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Responsiveness to human rights and gender equity (e.g. disaggregated indicators and data)

H. *Sustainability*
40.   Sustainability is understood as the probability of project outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or

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[138] SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

conditions that evolve over the life of the intervention. Where applicable an <u>assessment of bio-physical factors</u> that may affect the sustainability of project outcomes may also be included.

i. *Socio-political Sustainability*

41.   The evaluation will assess the extent to which social or political factors support the continuation and further development of project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. *Financial Sustainability*

42.   Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new resource management approach. The evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes of a project have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. *Institutional Sustainability*

43.   The evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. *Factors Affecting Project Performance and Cross-cutting issues*

44.   The evaluation will also seek to identify the factors affecting performance, both positive and negative. These factors, to be rated in the ratings table, will be discussed in the Main Evaluation Report as cross-cutting themes under the relevant evaluation criteria.

i. *Preparation and Readiness*

45.   This criterion focuses on the inception or mobilisation stage of the project (ie. the time between project approval and first disbursement). The evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes

that took place between project approval, the securing of funds and project mobilisation. In particular the evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii.   *Quality of Project Management and Supervision*

46.   In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, it will refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP.

47.   The evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships communication and collaboration with UNEP colleagues and other UNEP programmes; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii.   *Stakeholder Participation and Cooperation*

48.   The term 'stakeholder' encompasses all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender and marginalised groups will be considered.

iv.   *Responsiveness to Human Rights and Gender Equity*

49.   The evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[139].

50.   In particular the evaluation will consider to what extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

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[139] The Evaluation Office notes that Gender Equality was first introduced in the Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

v.   *Environmental and Social Safeguards*

51.   UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The evaluation will confirm whether UNEP requirements[140] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design). The evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

i.   *Country Ownership and Driven-ness*

52.   The evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, ie. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The evaluation will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. This ownership should adequately consider the needs of interest of all gendered and marginalised groups.

ii.   *Communication and Public Awareness*

53.   The evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. In this assessment, the evaluation will consider whether existing communication channels and networks, including but not limited to the SCP Clearing House and the One Planet Network, were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. The evaluation will comment on the sustainability of the established communication channels either under socio-political, institutional or financial sustainability, as appropriate.

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[140] For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

54.   The Terminal Evaluation 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 as appropriate to determine project achievements against the expected outputs, outcomes and impacts. Close communication with the project team will be maintained and information exchange promoted throughout the evaluation process with a view of increasing the utility and ownership of the evaluation findings.

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

(a)   A **desk review** of:
- Relevant background documentation, inter alia the GPGC project document, the project document for the umbrella project under PoW 613.1, relevant UNEP Medium-Term Strategy (MTS) and PoW documents; the MoU between UNEP and the EC, and the PCA between the EC-DG Environment and UNEP;
- 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;
- Project reports such as reports submitted to the High-level Political Forum on sustainable development (HLPF), six-monthly progress and financial reports, progress reports from collaborating partners and programmes, meeting minutes, relevant correspondence etc.;
- Project deliverables per component, such as: 10YFP Monitoring and Evaluation Framework, webinar material or reports, progress reports sent to the 10YFP Secretariat by the 10YFP programmes, outreach materials developed for HLPF 2018, 10YFP implementation Strategy 2018-2022, consolidated UN multi-agency approach defined in the context of the Multi-Partner Trust Fund for SDG 12, 10YFP programme portfolio online data base, Annual report on mid-term using M&E framework produced, reports of meetings, workshops and conferences at all levels, E-training package on SCP, survey to 10YFP actors and stakeholders to assess capacity building needs, questionnaire / results of survey on national SCP policies and SDG 12.1 reporting materials, best practices on SCP documents and country profiles, scientific insights on SCP to contribute to the strategy 2018-2022, including national hotspot analysis methodology and tool, 10YFP video, global SCP campaign, progress booklet, revised visual identity, evaluation and selection reports of 10YFP Trust Fund, resource mobilization strategy, progress report on implementation of the One Plan for One Planet strategy.
- 10YFP Independent External Review and the Terminal Evaluation of the ENTRP-EC project (both published in 2017).

(b)   **Interviews** (individual or in group) with:
- UNEP Project Manager (PM);
- Project management team;
- UNEP Fund Management Officer (FMO);
- UNEP Coordinator for the Resource Efficiency Sub-Programme;
- EC Task Manager(s);
- UNEP Programme Management Unit responsible for coordinating UNEP-EC projects;

- Project implementing partners, including a sub-group of Board members, programme leads and co-leads, 10YFP National Focal Points, partners of the programmes representing key major groups (formerly SFPs)[141] and UN agencies members of the MPTF on SDG12;
- Heads of units and teams working on sustainable consumption and production in UNEP, such as the Consumption & Production Unit, and the Cities Unit at Economy Division;
- Project managers and teams for other relevant EC funded projects, such as the SWITCH projects and UNEP led projects such as the PAGE Initiative, the International Resource Panel;
- Relevant resource persons, such as members of the Multi-Stakeholder Advisory Committees (MACs) per programme,
- Relevant members of the International Resource Panel; among others.

(c) **Surveys** of NFPs and programmes partners, to be determined and identified during the Inception phase**;**

(d) **Visits** to Paris for interviews with the 10YFP Secretariat and project team.

11.   Evaluation Deliverables and Review Procedures

56.   The evaluation consultant will prepare:

- **Inception Report:**   containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.

- **Preliminary Findings Note:** in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

- **Draft and Final Evaluation Report:**   containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

- An **Evaluation Brief:** a 2-page summary of the evaluand and key evaluation findings for wider dissemination through the UNEP website.

57.   **Review of the draft evaluation report**. The evaluation consultant will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Project Manager and its team for comments and factual checking.   The Evaluation Manager will then forward revised draft report (corrected by the evaluation team where necessary) to 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 as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be consolidated by the project team

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[141] Stakeholder groups participation has evolved since the early stages of the 10YFP. Initially, major groups were represented by individual stakeholder focal points. Once all of the 6 global programmes of the 10YFP were launched, it was decided that major groups would be represented by the partners of the 6 programmes (over 500 organizations worldwide, from all sectors of society).

and sent to the Evaluation Manager in a comment's matrix. The Evaluation Manager will provide all comments to the evaluation consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

58.   Based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

59.   The Evaluation Manager will prepare a **quality assessment** of the first and final drafts of the main evaluation report, which acts as a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria provided by the Evaluation Office and this assessment will be appended to the Final Evaluation Report.

60.   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 Project Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis.

12.   Schedule of the Evaluation

61.   The table below presents the tentative schedule for the evaluation. The final evaluation schedule will be determined at the inception phase.

Table 3. Tentative schedule for the evaluation

Milestone	Tentative Dates (2020)
Inception Phase	
Evaluation Initiation Meeting	April
Preliminary desk Review	April
Inception Mission (Paris)	April
Inception Report	May
Data collection and Analysis Phase	
Evaluation Mission (Paris)	June
Telephone interviews, surveys etc.	June
Powerpoint/presentation on preliminary findings and recommendations	June
Reporting phase	
Draft report to Evaluation Manager (and Peer Reviewer)	July
Draft Report shared with UNEP Project Manager and team	end-July/ early August
Draft Report shared with wider group of stakeholders	August
Final Report	August
Final Report shared with all respondents	September 2020

ANNEX VI. QUALITY ASSESSMENT OF THE EVALUATION REPORT

	UNEP Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary: The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.	Final report: Included all suggested changes by the EM	6
I. Introduction A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.) Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?	Final report: All requested elements included	6
II. Evaluation Methods A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section. The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described. It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially	Final report:	6

disadvantaged groups and/or divergent views. Is there an ethics statement?		
III. The Project This section should include: • *Context:* Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • *Results framework:*: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* Description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* A description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* Any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report: The request to incorporate the findings under effectiveness was partly addressed.	5
IV. Theory of Change The *TOC at Evaluation* should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors. This section should include a description of how the *TOC at Evaluation*[142] was designed (who was involved etc.) and applied to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the *TOC at Evaluation*. *The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.*	Final report: No major changes made	5

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[142] During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

V. Key Findings
A.   Strategic relevance:
 	
This section should include an assessment of 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. An assessment of the complementarity of the project at design (or during inception/mobilisation[143]), with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:
  v.   Alignment to the UNEP Medium Term Strategy (MTS) and Programme of Work (POW)
  vi.   Alignment to Donor/GEF Strategic Priorities
  vii.   Relevance to Regional, Sub-regional and National Environmental Priorities
 viii.   Complementarity with Existing Interventions
	Final report:
	All missing information was added, and comments addressed.
		6

B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?	Final report:	5
C. Nature of the External Context For projects where this is appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[144]), and how they affected performance, should be described.	Final report: No changes needed	5
D. Effectiveness **(i) Outputs and Project Outcomes:** How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention. The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.	Final report: The final report addressed most, if not all the comments. Additional details and evidence were included, and the divergent views and issues raised were presented in a more convincing and balanced way.	5
(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.	Final report: Minor changes were addressed.	6
E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table. Consider how well the report addresses the following: • *Adherence* to UNEP's financial policies and procedures	Final report: Modifications and clarifications were made as needed, and the analysis was complemented with additional information	6

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[143] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project <u>implementation</u> is considered under Efficiency, see below.

[144] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

• *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	received by the FMO during the review phase.	
F. Efficiency To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including: • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint.	Final report: All missing information was included, clarifications made and needed triangulation completed to provide a more convincing assessment.	6
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • Monitoring of project implementation *(including use of monitoring data for adaptive management)* • Project reporting *(e.g. PIMS and donor reports)*	Final report: Missing elements were included in the assessment.	5
H. Sustainability How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including: • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability	Final report: Missing elements were included.	5
I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are **integrated in criteria A-H as appropriate**. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes: • Preparation and readiness • Quality of project management and supervision[145] • Stakeholder participation and co-operation • Responsiveness to human rights and gender equity • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness	Final report: Requested/ missing information and analysis was included under all sub-criteria. Divergent views were still presented but in a more balanced way, and this was complemented with the evaluator's judgement.	5
VI. Conclusions and Recommendations **i) Quality of the conclusions:** The key strategic questions should be clearly and succinctly addressed within the conclusions section. It is expected that the conclusions will highlight the main	Final report: The structure of the conclusions was improved, and main messages highlighted.	6

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[145] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

strengths and weaknesses of the project and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.		
ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons must have the potential for wider application and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	Final report: Minor proposed changes made by EC.	6
iii) Quality and utility of the recommendations: To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when. At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.	Final report: Improvements to the context/ challenges section of the recommendations were done, based on the EM comments and stakeholder feedback. They are not overly prescriptive and instead, present several options for the project team to consider in their implementation.	6
VII. Report Structure and Presentation Quality		
i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?	Final report: Report followed EOU guidelines; ratings per sub-criteria were included, as requested. TOR as annex was missing and included by EM.	5
ii) Quality of writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?	Final report: Considering the challenging evaluation, the final report is very well written. Quality of language was improved, but the presentation of evaluative judgement could have been more prominent.	**5**
OVERALL REPORT QUALITY RATING		5.5

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. <u>The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.</u>

ANNEX VII.   RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Paragraph No.	Stakeholder comment (Project Team)	Evaluator(s) Response	UNEP Evaluation Office Response (if applicable)
		Disproportionate focus on resource mobilization: - There is an over-emphasis on this issue throughout the report without relativizing it within the scope of the project. While it may have been the focus of many people's feedback, it is not clear why so much prominence is given to this in the evaluation– culminating in very specific recommendations at the end of the report that are not necessarily compatible with the current structure of the network.	All 5 components of the project are covered in detail in the evaluation, for example – see section on Effectiveness.

The recommendations are focussed on the forward look and where attention is needed for One Planet Network to achieve its objectives as specified in its Strategy.

The recommendations do not point to a one-way approach to funding country level projects, but for the Network to come together to put in place a more diversified funding strategy. There would also be the option to decide that funding (country level initiatives) is beyond the scope of the Secretariat.

Recommendation 3 has been modified to clearly reflect that this requires discussions/ agreements within the network. | |
| | | **Confusion on what is meant by country support and the role of the network:**
There is confusion on the role of the network and over-emphasis on "implementation on the ground'–throughout the report and in the recommendations.
. The outputs and new outcome as per the theory of change that has been established for this evaluation do not include in-country | TOC includes country level implementation – implied in outcome and central to intermediate states

Evaluation does not suggest Secretariat is accountable for implementation on the | |

Page Ref	Paragraph No.	Stakeholder comment (Project Team)	Evaluator(s) Response	UNEP Evaluation Office Response (if applicable)
		implementation. Again, while it may have been the focus of some interviewees it needs to be relativized. It should also be considered, what is meant by country support? There seems to be some confusion on what this is. A number of countries and organizations have changed their way of doing things because of their exposure and participation in the network however perhaps one of the issues is that we have not managed to capture that sufficiently. This is especially important for the recommendations which interpret country support strictly as direct technical assistance. It would be useful to address the tension between various perceptions, including across the programmes, of what the 10YFP / One Planet network is meant to deliver.	ground. But it is a catalyst for all aspects of the network Recommendations are based on forward look. Agree that there is a need to address the tensions regarding what the Network and various partners does.	
		The recommendations do not build on what has worked well: (Normative functions). a/ In reference to the above point, the recommendations in the report do not fully consider and build on what has worked well, what has been most successful and effective, and what has not worked well- as per the evaluation findings. -According to what is presented, the normative work has been successful: - *e.g. advocacy, overall coordination at a global level, analysis on science-policy interface, UN partnerships, monitoring and reporting, knowledge management (with the improvements as suggested in the evaluation), outreach.* b/Perhaps for the more direct technical assistance functions an option could be partnering with other organizations or platforms that are better equipped to do national implementation (e.g. UN agencies with national implementation capacity).	a/ Recommendations do build on this. They cover all areas of the Secretariat's work. Naturally, there are more recommendations on areas where the Secretariat has not performed as well, are critical going forward, and greater cohesion / understanding is needed across the network. Recommendation 4 recognises that an option for the future is for the Secretariat, and perhaps the network, to focus purely on normative functions. Elements of the normative work are highlighted in conclusions 1 and 2, in text was modified in Conclusion 3 to reflect this explicitly. b/ Agree – and this is included in Recommendation 3	Recommendations are proposals for specific actions to be taken by the project and position-holders to resolve concrete problems affecting the project or the sustainability of its results. They are anchored on the findings, the conclusions and lessons. Conclusions, on the other, are used to present the main strengths and weaknesses of the project - what worked well/ was successful/ effective and what did not work so well.

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9	9	A paragraph on the coordination of the 6 global programmes, including through cross-cutting themes and activities is needed.	Coordination of global programmes is covered in section D, paragraphs 132-140. The use of cross-cutting themes to promote coordination and coherence is already mentioned in paragraph 140, No change made	
10	10	It is unclear why the 10YFP Secretariat should be evaluated against an 'inability to transition from a partnership/networking platform to implementation of SCP initiatives on the ground.' This is a Secretariat level project. It is not written in either the Project Document, nor in the outputs (referenced page 8 paragraph 5) that this is an objective of the project. Regarding "***This is in many ways related to the low level of resource mobilisation that the Secretariat has been able to facilitate***": this is an assumption, and one could look at it the other way around. Resource mobilization has been low only if direct support to implementation on the ground is considered to be the main function of the network.	Text edited to remove text on transitioning from partnership network, as the Network remains a partnership and networking platform. However, resource mobilisation is an activity of the Secretariat's as set out in the project document	Under the project's logical framework, component F, the project envisaged the mobilization of resources for the 10YFP Trust Fund. The objective of this TF was "to mobilise resources in a stable, sustained and predictable manner **to develop sustainable consumption and production programmes in developing countries and countries with economies in transition**, as appropriate, and to promote the transparent allocation of resources". Furthermore, the TF internal process guidelines (Nov 2016) state: "The Trust Fund 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**".

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				Therefore, the project did envisage "support to the implementation of the SCP initiatives on the ground", through the mobilization of resources (component F) – which was one of the Secretariat functions.
				In the ToC reconstruction, the evaluation recognizes that the financing of SCP pilot projects (implementation on the ground) is not solely the responsibility of the Secretariat. However, as the ProDoc did have as a component the mobilization of resources for the implementation of the 10YFP, this falls within the scope of the evaluation. Moreover, if we consider the pathway of change (and the overall objective of the Network), implementation on the ground is a critical factor to demonstrate the benefits of SCP and therefore achieve the outcome and Intermediate States.
11	17.	a/ Using the overall umbrella of "decentralization" can cause multiple interpretations and confusion on what this actually means. The One Planet network is very decentralized. The Programmes are decentralized, they have their own governance structure and each	a/ Decentralised here – means in country activity. Text changed to better reflect the focus on country activities	

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		has their own objectives/strategies/workplans and methods. They also have a very high degree of autonomy to determine what they focus on and deliver. In this sense what does decentralized mean? The same para mentions that capacity of governments and country level stakeholders should be increased, thus is the recommendation to orientate towards partnerships with organizations with implementation capacity at national level? b/ While resource mobilization could be one factor, the structure / composition of the programmes with regards to their capacity to deliver direct support / technical support "on the ground" should be assessed (vs. normative and advocacy functions).	b/ The evaluation does not cover a detail evaluation of the functions and structure of the Programme. Recommendation 2 covers a holistic review of the Network to further define and clarify roles going forward.	
12	22.	a/ In this para it mentions "***Overall, the Network needs to be organised to successfully catalyse and mobilise change***"" Does this mean that the network needs to be **re**-organized in order to catalyse and mobilise change? b/ *"One option is for a 'lighter' Secretariat that focusses on the areas it is best at and need to be undertaken by a centralised body (e.g. monitoring progress, knowledge management and dissemination of information and advocacy)."*: what does "lighter" mean in this context? c/ Also, would a "better resourced" secretariat be the response to national implementation needs? This does not sound coherent with the idea of a decentralized resource mobilization and delivery on the ground.	a/ not necessarily re-organised in the sense of restructured b/ Lighter refers to less responsibilities. and functions. As stated in par 22 and rec 2, one option is for the Secretariat to focus on the areas it is best at and that need to be undertaken by a centralised body. But this possibility, in any case, needs to be further explored with the network. Text in par 22, 312 and 348 modified to avoid any misinterpretation. c/ Better resourced Secretariat would be only part of the solution to national implementation needs through catalysing resources for more in country activities, in support of the programmes and engaging more with NFPs etc.	

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12	22 Summary of project findings	On likelihood of impact - it depends on which impacts of the secretariat one is measuring.	Noted. The assessment of likelihood of impact is based on the reconstructed ToC impact and the progress made in the causal pathway of change. This assessment considers multiple criteria for the rating. The analysis, specified in section D, Likelihood of Impact, recognizes that it is not only the responsibility of the Secretariat to achieve the impact, and that this requires a concerted effort and engagement **from all partners.**	
13	Lessons learned and recommendations	It is not clear why there is a repetition of the lessons learned and recommendations at both the beginning and the end.	This is the recommended format of EO	This is part of the Executive Summary requirements for the report.
14	32, 33, 34, 39	**Recommendations 1, 2, 3, 8** There is an over-emphasis on resource mobilisation and in-country implementation in these recommendations, compared to the much broader scope of the project document. This could be linked to an unclear understanding of what the One Planet network is, rather a global multi-stakeholder platform, or a purely a funding mechanism for projects in-country. We seem to be evaluated as though we were the latter.	The evaluation covers all aspects of the Secretariat's work. Recommendations focus on forward look and areas that require greater attention/ corrective measures Resource mobilization is a means to an end, so this was mentioned in the recommendations where it was deemed relevant	
17	~~50~~ 51	**HLPF reports submitted annually:** It is surprising that there is not more reference to these and their content as they are the central element delivered through our monitoring and reporting and of our accountability to member states. It seems that the significance (and workload) of this annual output has been underestimated.	Annual reporting to HLPF is mentioned in section D. Effectiveness, under Availability of outputs (now par. 111) and in section G. Monitoring and Reporting (par. 294). Text added in para.294.	

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37 & 38	Table 4	Outputs in this table seem to have been reformulated as outcomes. Also, the purpose of the evaluator reformulating the ToC at this stage in the project is very unclear.	The Theory of Change was reformulated in the Inception Report and shared with the project team for validation. Some further clarifications were made to the final TOC to complete the causal pathway of change.	The reformulation of the TOC process was discussed early during the evaluation. The reconstructed TOC was shared at inception stage with the project team for validation, and alterations were made in response to the received feedback. Outputs and outcomes were reformulated to align with the UNEP results definition, and were based on the project results framework. The reconstruction of a TOC for an evaluation serves to understand the intentionality of the intervention, as well as the change process to which the project was expected to contribute. This reconstruction process is also intended to help the project team reflect on the change they want to influence, by identifying assumptions and drivers, as well as any missing elements in the pathway of change.
57	168	a/ Small percentages on small samples are misleading "7% of NFPs found the toolkit "not at all useful" - means 1 NFP

b/ It would be useful to ask the NFPs about the monthly update they all receive - this includes a lot of information, same for the website. | a/ I am reporting data we received. I suspect the responses / percentages are on the positive side given that those who are more engaged in the network are more likely to have responded to the questionnaire. This is similar to how results were reported in MTR, | |

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		How are they perceived? Used? What would be a better way of channelling information?	as noted I footnote 12 – we had slightly more responses this time. b/ this was not mentioned by the NFPs, could be a follow up action for the Secretariat	
71-72	218-225	To what extent should an evaluation be presenting such detailed recommendations on the way forward on just one issue. And why does this appear here and not in the recommendations section?	This section is setting out / summarising the issues to inform the recommendations presented later.	This section also responds to the strategic question identified during the inception phase: •How successful has the Secretariat been in mobilizing resources, what have been the challenges and to what extent is the MPTF likely to address these challenges and leverage the resources required to scale up the programme? As for the way forward section, in general, the Secretariat specifically requested at the onset of the evaluation for this exercise to have a forward-looking perspective, hence the strategic questions: •Are any changes needed for the Secretariat to support the 10YFP going forward? • How can lessons learned from project implementation inform the post-2022 strategy and in

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				that context the last two years of the 10YFP?
72	223	There is little coherence between the very specific recommendations in the evaluation for supporting country level implementation and a decentralized approach.	If everyone agrees that increasing implementation at country level of SCP practices is necessary to reach long term objective of One Planet Network as set out in strategy, then solutions to better catalyse this activity need to be found. Clarity on roles of network partners in terms of funding is key to this so that workable solutions can be identified.	There is no inconsistency between the facts and weaknesses raised by the evaluation (that the programmes were not effective in resource mobilization and are not all fully operational at country level) and the recommendations. The recommendations propose corrective measures for these issues to be addressed and present some suggestions for their implementation. The Secretariat can choose to fully take on board all the suggestions or present their own suggestions (way forward) for the implementation of the main recommendation. This is done in the recommendations implementation plan. If the current model with the Programmes is not functioning, then this should be revisited by the Network, as suggested in recommendation 3 and 4.
76	244	*"Based on the NFP survey, only a quarter of Government's with NFPs recognize the One Planet Network as a platform for achieving SDG12 and national SCP objectives."*	It is based on survey responses	

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		Is this quote based on the fact that only 25% NFPs responded to the survey, or that 25% of those who did recognize it as a platform for SDG 12?		
81	257	From FMO/Administration: The staff cost transfer was centrally managed by the Corporate Services in UNEP Hq and was not decided by the FMO. This decision was informed to all stakeholders in the different project across UNEP by Hq, thus the comment of lack of support from the FMO is unfounded. On the conclusion *"interactions between the FMO and the project team could have been more collaborative in specific cases"* is unsubstantiated. In order to provide more support to the 10YFP the Division Administration team increased the FMO support to 10YFP from a shared Administrative officer to a dedicated team of Administrative Officer and Assistant assigned to the 10YFP secretariat. The team provided regularly support to project activities and were always helpful and cooperative in order to explain the rules & regulations of the UN. The FMO provided monthly detailed project expenditure reports to the 10YFP team and ad-hoc details as required. There was close collaboration and daily interaction between the 10YFP staff and FMO.	Some text added, but the main message remains as	
96	325	Repetition regarding the stakeholder focal points.	This is due to add text on all sections of the evaluation report template – there is inevitable overlap as many criteria are interrelated	
99	344 – Conclusion 3	The conclusion of limited impact at country level may underestimate a widespread but *hard to detect* influence on SCP policy design and adoption (but not yet enough implementation). There is evidence from the annual reporting that numbers of policies are increasing, possibly in part due to the existence of SDG 12. Recent contact with one country (Indonesia) indicates that an SCP approach, triggered by the adoption of the 10YFP has resulted in a broad policy integration process across sectors. However, causal factors behind policy design and adoption are hard to identify and assess.	Agree. I think these sentiments are reflected in the likelihood of impact section. The very difficult challenges is to translate policies into action / investments	

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105	Lessons learned 2	This statement is odd as a lesson learned - the OPN is based on partnerships.	Does that not mean that you are very well placed to put forward lessons on building partnerships, based on your experience?	
105	Lessons learned 4	As mentioned for para 26, There seems to be a great level of confusion around the 140 NFPs. The 10YFP is a universal mandate (adopted by all UN Member States) and applies to both developed and developing countries – hence the large number of countries with a NFP (but all Member States could potentially have one). The Secretariat serves all the countries through most of its functions (e.g. monitoring, information sharing, knowledge management, online communications and networking, etc.). But action is to be taken by the countries themselves and does not have to be undertaken through direct technical assistance nor through the Secretariat - in fact, many countries do not rely on such assistance or funding to take action, design / implement policies, allocate national budgets, etc. They also do so using other relevant platforms, which all contribute to the implementation of the 10YFP.	But Secretariat / Network has a role in facilitation of in-country level implementation, which is a focus of the Strategy.	Lesson 4 slightly modified to reflect the importance of building partnerships to mainstream SCP in existing platforms, processes, mechanisms and initiatives at country level.
106	Lesson learned 9	This needs to be revisited considering the comment to para 260 (now 264).	The lesson still stands. Clarity in terms of what is possible (or not) and roles and responsibilities need to be expressed upfront to avoid issues or disappointments.	
109	Recommen dations	It seems that the recommendations are trying to encompass everything without consideration for what has been effective and what has been less successful. While at the same time - only giving one way ahead, with little flexibility. Key points to consider: -The network is already very decentralized (Programmes and National focal points have full autonomy). -According to what is presented in this evaluation, the normative work has been successful: - *e.g. advocacy, coordination, analysis on*	The recommendations are clear on what has been effective. They focus on strengthening areas that have not been effective and require greater attention. The recommendations highlight that discussions across the network are needed as to who and how national level activities can be supported. There is flexibility for the	Same as response on general comment on recommendations. The explanation under the main recommendation presents suggested actions. The Secretariat with partners have the flexibility to decide how to best implement the overall recommendation. All suggested

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		science-policy interface, UN partnership and coordination, monitoring and reporting, knowledge management (with the improvements as suggested in the evaluation), outreach. -The findings from the evaluation appear to show that this network is currently not the best placed to deliver on direct technical assistance. It should be considered, why is it that the recommendations are pushing for strengthened, decentralized resource mobilization and national level implementation, when these are the elements that have not worked well according to the evaluation? -There is only one way forward presented here. -It is also mentioned that 140 NFPs is too much – the 10YFP is a universal agreement adopted by the UNGA and engages all countries, including developed and developing. All Member States of the United Nations are invited and entitled to nominate a National Focal Point. It is not expected that all should receive direct technical assistance. -Perhaps an option could be partnering with other organizations that are better equipped to do national implementation (e.g. UN agencies with national implementation capacity). It should also be considered, what is meant by country support? A number of countries and organizations have changed their way of doing things because of their exposure and participation in the network however we have not managed to capture that sufficiently.	Secretariat and other partners to focus on more normative aspects if this is where they feel they can have most impact (see explanation of recommendation 2). a/ Country level action, beyond policy design, would then need to be picked up by other partners. The aspect of strengthened resource mobilization for national level implementation is highlighted as this was found to be a key limiting factor for the implementation of pilot projects and demonstration of SCP benefits. When thinking of the ToC and its causal pathway of change, it is clear that without greater resources and national level implementation, there will not be systematic mainstreaming of SCP and therefore the intermediate states will not be accomplished. Efforts should be placed in strengthening these aspects so that the Network has greater impact. There are many ways of doing it, through partnerships, more advocacy, revisiting the selection of the Board, the selection and role of the NFPs, and the effectiveness of the Programmes… this is for the Network to decide. But the evaluation has the responsibility to raise this issue and propose recommendations to correct the identified weaknesses.	actions could be taken on board or these can be adapted to make sure they are feasible/ realistic.
107	Recommendation 3	This mixes many aspects and is not very clear.	a/ this is now linked to review of overall Governance structure. Programme and NFPs	

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		a/ This recommendation needs to be reviewed to take into consideration the findings of the evaluation on the Programmes, NFPs **"Most network partners agree on the need to move beyond webinars, conferences and reports to implementation on the ground."** b/ While network partners may say this, how does this relate to what is written in the Project Document? It is important to evaluate based on the project, and on facts. c/ What is meant by 'implementation on the ground'? It is used without specification.	can't support country level implementation as currently resources/ structure, so in same position as Secretariat. What is the solution? Diversify, drawing more on people leading outside of network, the Network as a whole stepping away from resource mobilisation and country level activities? b/ recommendations are focussed on forward look c/ Implementation on the ground does encompass capacity building and awareness raising of best practices etc, but core part is concrete activities that implement policies in places – related to areas covered by the 6 programmes and others. The term 'Implementation on the ground' does not imply implementing SCP by itself; the report recognizes that SCP is cross-cutting and applies to many areas.	
110	Recommendation 8	**(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.** Agree that SCP needs to be clearly communicated to raise levels and understanding. a/ However, questionable to what degree this is related to a difficulty to fund SCP and would therefore be helpful in 'drawing investors to the network to accelerate implementation.' b/ The range and dispersion of communication activities set out in this recommendation imply additional staff time from the secretariat.	a/ Given the broad scope of SCP, it would be easier for donors and investors to fund more concrete and tangible interventions. b/ Noted. This should be factored into the discussions on the roles and responsibilities of Secretariat in a possible follow up phase	

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110	Recommen dation 9	This is already underway, including: the restructuring and simplification of the indicator structure (with focus on core indicators) and the reporting process (with less steps and updated communication approach); the revision of impact indicators (with specific selected indicators for each type of impact) and the production of an accompanying guide; and the implementation of a data management system in MS Dynamics (to integrate all the data in one place, removing information silos and enhancing the quality of data). These changes will enable a targeted communication approach to increase the quality and relevance of the reported data.	Can be referred to in Management Response/ recommendations implementation plan	
111	Recommen dation 10	a/ This recommendation is labelled for the Secretariat alone, however it should be tailored for the Board. b/ It is not clear why these elements are mixed together. The MPTF Steering Committee have a clear role as clarified in the ToR for the Fund, Given the error elsewhere in the report that states the Secretariat is in charge of selecting projects it seems that there may be a misunderstanding on the role of the Steering Committee as well as the Secretariat in the governance of the Fund. See Fund ToR and more information here: https://www.oneplanetnetwork.org/one-planet-fund-sdg-12 c/ Re-including SFPs in the governance structure would not be coherent with the conclusion of the evaluation regarding governance being top-heavy. There are multiple ways to include perspectives of marginalized groups that integrates them into the work of the network – SFPs as a stand-alone create a parallel process to manage.	a/ amended b/ This recommendation covers various governance aspects of the One Planet Network that need attention, that is why the Board and MPTF are grouped together c/ I am not clear how the text suggests creating a parallel process? It recommends a review of the options for more broadly including and better reflecting the views of other stakeholder groups (such a indigenous communities). Text slightly amended. It is good to read that you are aware of multiple ways of doing this	
10	12	*"This evaluation assesses project effectiveness against a reconstructed Theory of Change (ToC)"*	Noted. No changes made as evaluation not focussed the programmes, but on the Secretariat functions	

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		Clear ToC for the programmes is missing' attempts for example for the SBC were dismissed by co-leads.		
81	248-258 Financial Managem ent	The section called 'Financial Management (paras 248-258) is rated 'moderately satisfactory', which gives the impression money has not been handled well. If one reads that section through, though, one can see that this 'moderately satisfactory' marking is determined by problems related with 'reversal of funds' (paras 250-253) and with the Fund Management Office (FMO) located in UNEP's Economy Division (paras 257-258). While it is fair to consider that UNEP as such could be given a 'moderately satisfactory' ranking concerning 'Financial Management', the problems didn't originate with the 10YFP Secretariat which – according to the info gathered in the draft report – seems to have on the contrary suffered from it. If our interpretation is correct, is there a way for the author of the report to bring this forward in the executive summary?	The criterion assesses the project team as a whole, which includes the Secretariat and the FMO. Unfortunately, not all criteria can be elaborated on individually in the Ex Sum due to the Evaluation Office Guidance limitations for number of pages in the Executive Summary. The evidence behind each criterion, however, is provided in the main report, including the summary of project findings and ratings.	
107	Table 11	***Country Ownership and driven-ness:*** *"While this is key for the project's outcomes to progress, a limited number of NFPs are closely involved in the One Planet Network, appreciation of the initiative does not extend beyond the Ministry of Environment in most cases and capacity and resources for implementation are low."* This shall be addressed in the future. But we do not know which countries this refers to: it would be good to clarify	The Secretariat will have this information. It seems that except for NFPs engaged in other capacities within the Network – Board, Programmes, MACs, engagement is typically low to non-existent	
12	20	*"The One Planet Network has built a diverse network and has the tools available, but needs to better position itself to scale up*	Noted. Have not included text on this as we are not evaluating the Programmes,	

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		successful practices by strengthening the capacity at the national level and catalyzing additional resources through a more diversified resource mobilisation approach." This hinges on how good / cutting edge the programmes are, and this is very different. Sharp, focused programmes are critical to the country delivery. Going forward, greater focus may be placed on the transversal programmes such as procurement as well as mechanisms to drive cross-sector level circularity.	but the Secretariat function. Issues covered in Recommendation 3	