

10YFP Programme coordination desks meeting 16th of May 2017 – UN Environment, Paris

MEETING REPORT

The meeting of 10YFP programme coordination desks on the 16th of May, gathered the 10YFP programme coordination desks. The objectives of the meeting were: 1) working together, working collaboratively; 2) share practices and lessons learnt; 3) define concise messages for the 10YFP Executive meeting on 17th of May.

The meeting was composed of 4 main sessions: 1) approaches to programme portfolios and building on existing initiatives; 2) Collaboration and resource mobilization; 3) 10YFP indicators of success and reporting; 4) the development of the 10YFP strategy 2018-2022, as an opportunity to meet programme needs.

This report summarises key points and recommendations made throughout the 10YFP programme coordination desks' meeting.

1. APPROACHES TO PROGRAMME PORTFOLIOS & BUILDING ON EXISTING INITIATIVES

Programme coordination desks shared the approaches currently in use in their programmes to develop portfolios and build on existing initiatives, with the aim of reaching a common understanding on programme portfolios and tools that support its development.

The following key point emerged from the discussion:

- There seem to be 2 main approaches to the programme workplans/content: 1) a portfolio based approach: building on the initiatives and resources of programme actors to develop the programme portfolio; 2) a co-lead and/or project led approach: whereby the portfolio mainly consists of activities initiated by the co-leads or project funded by the co-leads and trust fund.
- Those programmes that have adopted a portfolio and partner based approach, have developed criteria and tools to ensure contribution to the programme objectives. For instance the SFS programme has adopted criteria for their: a) core initiatives, b) affiliated projects; these are the basis for their inclusion in the programme portfolio.
- The programme portfolio is an operational mechanism aligned with the principles and philosophy of the 10YFP. A portfolio and a partner based approach is essential to: reduce fragmentation and support synergies, to operate at scale, to replicate, to build cooperation, to leverage resources towards common objectives – all of which are key objectives of the 10YFP.
- Programme partners need to be clearly engaged on the basis of their contribution to the programme. This for instance is the approach adopted by SFS and STP, whereby partners contribute to the programme through their activities included in the portfolios. A key consideration of this approach is that the “10YFP is the network”. Some programmes have identified and prioritised new partners to be engaged.
- Partners contributing to portfolios are requested to report to their programme (e.g. annually) on the status and progress of the initiatives. This requires a level of buy-in for which sufficient ‘value-added’ can be realistically expected for their efforts. Value for partners and actors in contributing to the programme through their activities include: a) contribution to a larger goal and Agenda 2030, b) feeling of belonging to a group that drives change in this area, c) visibility, d) support provided by the programme, e.g. collaboration, synergies, visibility, etc.
- Identifying and supporting synergies between programme actors is work in progress and to be strengthened. However it is also to be noted, that collaboration and synergies can only be developed,

once there is an understanding of what the different partners are doing, and that they are engaged and willing to contribute (i.e. to portfolios) and to collaborate as partners.

- Therefore the programme portfolio development may be envisaged as a dual approach (which may be simultaneous): i) engagement of partners on the basis of their contribution to the programme’s objectives, ii) supporting collaboration of partners and synergies between partner activities.
- Scale, alignment and synergies require time and continuous communication of the network. For instance the SPP programme, who has focused efforts on coordinating the network and facilitating communication on activities of the different partners (e.g. webinars, newsletters, working groups, etc) is starting to see alignment and scale, which would not have happened without the 10YFP.
- There is a responsibility of the programme in keeping track of the global trends related specifically to the programme objectives. Whereas it is acknowledged that the programme (i.e the coordination desk, with support from other actors) cannot track exhaustively all ongoing activities globally, it may be relevant to consider future activities such as the “Global review of SPP policies” as part of the programme core activities.
- Whereas the 10YFP programmes are implementation platforms; the role of the coordination desk is to support the programme network in implementing. Key areas of focus of the coordination desk highlighted include: building alliances, coordinating the network, creating and demonstrating value for the network members (including, but not limited to, resource mobilisation), providing solutions or support to network members, etc.
- Tools that support the portfolio development:
 - 10YFP indicators of success help to frame and harmonise the portfolios,
 - The annual reporting may be a useful way of ensuring the minimum yearly contribution of partners,
 - The SCP clearinghouse helps managing and giving visibility to the portfolio.

Conclusion:

- Whereas flexibility is key to the development of programme portfolios, a few key principles on programme portfolios would ensure a consistent approach across the 10YFP. Key principles will not include methodology for the portfolios, as the methodological approach will need to remain flexible to meet the different needs of the programme.
- The secretariat will draft key principles for programme portfolio, based on the discussion and to be shared and reviewed with programme coordination desks.
- Tools and criteria developed by programme coordination desks that support programme portfolio development will be shared through the exchange space of the clearinghouse.

2. COLLABORATION AND RESOURCE MOBILISATION

The session was introduced with a presentation on the 10YFP resource mobilization strategy and associated action plan. Discussions in 3 breakout groups followed: i) How to “sell” the 10YFP programmes and projects to donors? ii) How to engage programme actors in resource mobilisation, iii) How to learn from other programmes.

The following key point emerged from the discussion:

- The 10YFP network as a whole is responsible for resource mobilisation. Roles and responsibilities for resource mobilisation in the 10YFP (i.e. Programme coordination desks, programme actors, Board and Secretariat) are defined in the 10YFP resource mobilisation strategy.
- Develop the proof of concept approach:
 - Integrate the portfolio approach and build on existing initiatives;
 - Demonstrate progress of the programme (indicators of success);
 - Show clearly potential impacts;
 - Highlight 10YFP as an SDG12 implementation mechanism - linking SCP with SDGs is key.
- Tailor the approach to donors:
 - Know the donor community, their interests, priorities (e.g financial mechanisms inventory)

- Build and manage the relationship with donors;
- Invite donors to join the programme.
- Adopt flexible approaches in resource mobilisation:
 - Refit, adapt, be patient, “salami slice”, repackage;
 - Don’t be scared to start small and show the added-value;
 - SFS Core initiatives must have initial funding or ongoing activities.
- Strengthen engagement of 10YFP actors in resource mobilisation
 - Bring multiple partners together for greater scale and credibility to donors;
 - Encourage initiatives which have initial funding;
 - MAC member to influence donors and respond to donor calls for proposals;
 - Ensure regular contact with National Focal Points (contact them with the idea before developing a proposal for their country).
- Strengthening coordination and sharing across programmes
 - Share who is reaching out to who to avoid duplication and donor fatigue;
 - Establish a smaller resource mobilisation working group;
 - Use the dedicated space on the clearinghouse to share and access information.
- Strengthening communication
 - Consider how to talk about the 10YFP and what to communicate;
 - Review 10YFP branding of the 10YFP.

3. 10YFP INDICATORS OF SUCCESS AND REPORTING

The objective of this session was to discuss areas of the 10YFP Indicators of Success that need further clarifications and decisions to improve the reporting for HLPF 2018 and Mid-Term Review.

Online reporting

The following key point emerged from the testing of the draft online reporting tool:

- The online reporting is a significant improvement compared to the excel-based reporting.
- The user experience is overall intuitive at programme coordination desk level (beyond the initial challenges concerning the headlines on “initiatives” and “activities”).
- For partner reporting, the benefit of partners reporting directly was highlighted. However, the online reporting tool needs to be further simplified and may benefit from focus on activities.
- Reporting roles are defined as follows:
 - Partners: report directly themselves;
 - CDs: data quality assurance (green lighting of submissions within their programmes);
 - 10YFP Secretariat: general data quality review + data analysis.
- Further testing time is required for programme coordination desks to provide feedback.

Conclusion

- The testing of the draft online reporting tool is open to programme coordination desk until 28.06.2017, after which all feedback will be consolidated.
- The secretariat will integrate feedback where possible.
- Further improvements and testing will be undertaken with the M&E task force.

Terminology and disaggregation

- Sectors:
 - Current sectors (SCP clearinghouse sectors), can be confusing and do not always reflect the programme’s area of work.
 - Sector disaggregation could either be removed all together or be further developed based on an existing official sector list/categorisation.
 - Often tools developed within the programme are general and are not linked to sectors.

- Themes
 - The current impact-based themes were considered more relevant than sectors.
 - A cross-cutting category would be useful.
 - If themes are considered in addition to impacts, it may be relevant to consider: a) the whole list of SDGs at Goal level to further highlight the contribution to the SDGs, b) the programmes could be the themes.
- Attribution;
 - Once the principles of a programme portfolio are developed, the attribution disaggregation categories will be automatically defined.
 - In the meantime, 2 options are proposed:
 - Option 1: mostly as it is today: a) Directly:TF, activities of or resources raised by co-leads, activities validated or owned by MAC or partners, activities organized by the programme; b) Portfolio: all activities implemented by programme actors / branded. Difference between directly and portfolio is a difference of degree or nature of the activities, c) Other .
 - Option 2: 1) branded 10YFP, 2) other.

Conclusion

- Sectors: the Secretariat will review existing sector categories for further decision on the relevance of sector disaggregation.
- Themes: will be reviewed on the basis of impact indicators and with the recommendations above.
- Attribution: the current disaggregation categories are maintained until the key principles of programme portfolios are developed.
- Modifications to terminology and disaggregation will be reflected in the online reporting tool and the clearinghouse.

Impact indicators

The International Resource Panel (IRP) provided insight in their work on the science-policy interface on resource efficiency. In particular the following aspects were presented:

- IRP's role on SDG 8.4 and 12.2, including the Database and Global Material Flow report; definition qualitative targets; UN Manual for National Material Flow Accounting.
- Modelling and scenarios on: a) resource use: global resource use per capita, b) environmental impacts, c) economic impacts.
- Environmental impacts in the IRP inaugural report.

The following key point emerged from the discussion:

- Challenges of measuring impacts at small scale activity level.
- Measuring actual impact vs measuring projected impact.
- Dealing with baselines and quality.
- The need to identify a limited number of impact indicators relevant to SCP.
- The relevance of relying on the IRP, as a science-basis in particular for environmental and economic impacts; while including the social dimension.
- The importance of defining impact contribution for communication and mobilization of support.

Conclusions:

- A limited number of impact indicators relevant for all programmes will be defined within the M&E task force. Programmes may then further identify impact indicators relevant to their area of work.
- Measuring projected impact (e.g. number of activities that contribute to an impact, in relation to the scientifically determined impact of resource efficiency) is more realistic and meaningful than measuring actual impact. Efforts on measuring actual impact may be envisaged for pilots and small scale activities with high scalability potential. In this context, it is recommended to consider existing indicators that are already being used.
- Key environment impact indicators defined by the IRP may be the most adequate environmental impact indicators to consider, as they have a strong scientific basis and in a number of cases are SDG

indicators which are already being measured. IRP may also provide relevant support/inputs on economic impacts. Social impacts will require further discussion.

4. STRATEGY 2018-2022

The objective of this session was to identify common needs and priorities of the programmes through mapping exercises to feed into the mid-term review, as well into the discussions of the Executive meeting.

<p>If you could change 1 thing about your work, what would it be?</p> <ul style="list-style-type: none"> - The acronym (10YFP) - More funding - More private sector - Process simplification - More contact with NFP & other relevant stakeholders - The use of “SCP” / adapt the language - Refine communication - Lack of time to showcase positive impacts 	<p>What are you most proud of? What is your greatest achievement in your work?</p> <ul style="list-style-type: none"> - Diversity of actors - Network ownership of the work done - Partners & consortia engagement - Consensus (e.g. core initiatives) - Building a community of practice - Innovation - Setting a progressive agenda - Getting the programme off the ground - Scalability - Possibility to take action on the ground - Increased awareness - Trigger regular dynamics - Fora/Global Platforms - Long term vision - Indicators - Trust fund projects under implementation
<p>What would you like to build upon in your work?</p> <ul style="list-style-type: none"> - Visibility / increased awareness on SDGs - Programmes as platforms for SDG delivery - Build up on the potential / maximize the use of the 10YFP network - Generate accountability / commitment - Proof of concept approach - Promoting initiatives through the clearinghouse - Youth - Thinking more strategically - 10YFP awards & SCP ambassadors - Add on to existing ideas - Increase/strengthen partnerships 	<p>What would you need to realise your goals?</p> <ul style="list-style-type: none"> - Political will - Competing trends and initiatives - Increased focus (our ambition is a threat) - Focus on intra-programme and inter-programme issues - Working with countries and their needs - More communication - Tangible political commitment - More involvement of other UN agencies

Conclusion

- **Strength:** We are a network of diverse multidisciplinary actors willing to work together and already starting to get our first tangible results for action on the ground, whether it is through trust fund projects, conferences, campaigns, webinars, portfolios, tools, methodologies and other activities.
- **Weakness:** In relation with the discussions on communications of this morning, we see as the main weakness the fact that we are still not fully succeeding in communicating why and how do we make the difference. This could be linked to the fact that the resources available to create 'proof of concept' are limited.
- **Opportunity:** To engage and trigger more action from the private sector and also to generate more political will to advance SCP from governments. For the latter, the liaison and exchanges with national focal points, ideally orchestrated by the 10YFP Secretariat, will be essential. Also, to enhance collaboration across programmes.

- **Threat:** We might be being over ambitious and think that can achieve everything through the 10YFP rather than finding ways to prioritise responsibly how to catalyse innovation and excellence.