

Approved Results Framework and Budget of the 10YFP Secretariat (2023-2024)

The Results Framework and Budget was approved by the 10YFP Board during their meeting of 9th December 2022.

This Results Framework outlines in a succinct manner the activities that the 10YFP Secretariat and its One Planet Network proposes to undertake in the biennium 2023 and 2024, subject to available resources to support the implementation of the Global Strategy for Sustainable Consumption and Production (2023-2030). This will be done through effective leadership, coordination, implementation, and communication efforts, together with the 10YFP Board, leading entities, the programmes and other initiatives.

The activities for the biennium are organized in four outcomes, with specific targets as set out in the Annex 3 of the Present Document and the respective tables in each outcome. For each outcome, a succinct description of the overall objectives, rationale and approach is presented. The outcomes and corresponding targets comprise the core functions and activities of the Secretariat necessary to support the implementation of the Global Strategy.

The document also contains a table that highlights the connection between each of the four proposed Secretariat outcomes and targets, with relevant adopted Sustainable Development Goals (SDGs) and Multilateral Environmental Agreements (MEAs) objectives. This has been included to illustrate the alignment with and contribution of the 10YFP to agreed frameworks.

This document constitutes the basis for the monitoring framework for the Secretariat. It also includes in the Annexes, a summary of the risk analysis and theory of change– as per the UNEP Results-Based Management Approach.

The approved Budget Requirements for the implementation of the Results Framework and Resource Mobilization plan for (2023-2024) are also included in this document (page 19 onwards). All Member States and Stakeholders are invited to demonstrate leadership and commitment in this regard, by making a financial contribution to the core resource requirements. The Secretariat is available to provide further information in this regard (Email: Jorge Laguna Celis lagunacelis@un.org.)

The Secretariat made technical edits incorporated by the Secretariat and the inclusion of the Kunming-Montreal Global biodiversity framework Targets as relevant framework of reference. ¹

¹ The Secretariat made technical edits to connect the Results Framework and Budget documents and included the Kunming-Montreal Global Biodiversity Framework as a relevant framework of reference.

Outcome 1 in support of Pillar 1

Further position sustainable consumption and production as an essential requirement and means to achieve global commitments for sustainable development, climate, biodiversity and pollution

OBJECTIVE

The 10YFP Secretariat and its One Planet Network (OPN) will support the implementation of the first pillar of the Global Strategy by promoting, amongst Member States and organizations, the integration of Sustainable Consumption and Production (SCP) in the implementation of Agenda 2030 and multilateral environmental agreements (MEAs) on climate, biodiversity, chemicals and waste: UNFCCC, UN Convention to Combat Desertification (UNCCD), Convention on Biological Diversity (CBD), Minamata and BRS Conventions.

For the period 2023-2024, the Secretariat will focus on the following programmatic outcome (1): "Member States demonstrate leadership and commitment to promote and implement SCP as an essential requirement to achieve sustainable development and address the triple planetary crises, with the support of the 10YFP Secretariat and One Planet Network". The specific objectives for the biennium are to:

1. **Strengthen the role of the 10YFP Board and Group of Friends for SCP** to support advocacy by member states for SCP action in intergovernmental processes and MEAs, including the mobilization of financial resources.
2. **Support MEA Secretariats and Parties with knowledge products** to communicate about the relevance of SCP, with a view to embed circularity and life cycle approaches into the draft decision documents from the related agreements. This links to outcome 3 to support MEA implementation at national level.
3. **Ensure that the core activities of the 10YFP are financially resourced and coordinated while mainstreaming gender aspects at all levels.**
4. **Monitor and report on progress, gaps and impacts in the enhanced uptake of SCP** in coordination with custodian agencies, scientific panels, the UN system, MEA Secretariats and other relevant stakeholders.

RATIONALE

The proposed outcome and objectives build on analysis of the current situation from scientific panels and UN status reports. This analysis shows that institutions, policy frameworks, and technical capacities do not sufficiently enable governments to harness the potential of SCP to address the drivers of the triple planetary crises and achieve global sustainability commitments. Furthermore, there is a need for a global coherent approach for SCP and circularity, supported by reliable data and knowledge on global trends, progress and gaps. The approach for Outcome 1 aims therefore to support member states in demonstrating their leadership on the SCP agenda including by broadening the base of countries contributing to the implementation of this universal framework and by highlighting the commitment to the Global Strategy for SCP. It also provides the tools to strengthen the connections between SCP and the MEA agendas at all levels and to monitor progress and gaps to inform decisions and coherency.

APPROACH

The Secretariat plans to achieve these objectives through:

1. **Supporting Member States** demonstrate leadership and commitment to promote and implement SCP in intergovernmental processes and **ensure stable, adequate financial resources for the core of the 10YFP work**. This includes servicing the Board and Group of Friends for SCP, organizing relevant meetings, providing strategic briefings and coordinating the resource mobilization efforts to multiply core-resources for implementation through Global Funds and the Multi-Partner Trust Fund for SDG12.
2. **Developing strategic partnerships and tools to facilitate the uptake of SCP and circularity in the draft decisions for the implementation of MEAs and other frameworks**. This includes strengthening cooperation and supporting MEA Secretariats with knowledge products, engaging in their processes and meetings, facilitating the connection to One Planet network tools and solutions and engaging with the Parties interested in incorporating SCP into the development of Global Environment Facility projects intended to contribute to the fulfillment of obligations under those MEAs.
3. **Promoting global progress in SCP implementation (SDG12 and SCP-relevant targets in Agenda 2030 and MEAs)**. This includes coordinating the annual SDG 12.1.1 reporting and progress report to HLPF, dialogues with scientific panels and making data and information on SCP progress and impacts accessible through the One Planet network digital infrastructure ([One Planet network](#); [SDG 12 Hub](#)).

Secretariat Outcome 1: Member States demonstrate leadership and commitment to promote and implement SCP as an essential requirement to achieve sustainable development and address the triple planetary crises, with the support of the 10YFP Secretariat and One Planet network.

10YFP / One Planet Network Targets 2023/24		Relevant adopted SDG and MEA targets
1.1	<p>Indicator: Number of countries and funds committing financially to the implementation of the Strategy (<i>Indicator connected to Output 1.1 in the Budget</i>)</p> <p>Targets:</p> <p>1.1.a An increased number of Member States/institutions contribute financial resources to the implementation of the Strategy.</p> <p>1.1. b. Discussions held with the GEF STAP (<i>Scientific and Technical Advisory Panel</i>) on the development of a guidance document for the inclusion of SCP in GEF projects that implement relevant MEAs (<i>BRS, UNFCCC, UNCCD, CBD, and Minamata</i>) supporting the incorporation of SCP references in UNEP-implemented GEF-8 projects.</p> <p>1.1.c Elements of at least one flagship initiative developed into projects submitted for approval by a multilateral environmental fund (i.e. GEF or GCF).</p> <p><i>Means of verification: pledges and commitments from various sources of funding supporting the 10YFP/OPN</i></p>	<p>SDG12 (resource use, food loss and waste, waste reduction, sustainable business, sustainable public procurement, education and awareness, sustainable tourism)</p> <p>12.1 - countries developing, adopting or implementing policy instruments aimed at supporting the shift to SCP</p> <p>8.4 - resource efficiency and decoupling</p> <p>12.4 - chemicals and waste management</p> <p>12.5 - waste reduction</p> <p>13.3 - improve education, awareness-raising and human and institutional capacity on climate change</p> <p>15.5 - degradation of natural habitats, biodiversity and extinction</p> <p>17.17 - enhance global partnership for Sustainable Development</p> <p>UNFCCC Paris Agreement 1.5 degree target</p> <p>Convention on Biodiversity Kunming-Montreal Global biodiversity framework Targets 15 &16</p> <p>Basel Convention 2a) Ensure that the generation of hazardous wastes and other wastes within it is reduced to a minimum, taking into account social, technological and economic aspects; and the amendment on plastic waste.</p> <p>UNCCD 5c, 5e</p>
1.2	<p>Indicator: Significant references and outcomes calling for SCP approaches in high-impact sectors in draft decisions of key multilateral agreements such as UNFCCC, CBD, UNCCD, Minamata, BRS Conventions and G20, with the support of the Member States (10YFP Board, Group of Friends) and OPN lead partners (<i>Indicator connected to Output 1.2 in the Budget</i>)</p> <p>Target: 5 additional references (10 cumulative)</p> <p><i>Means of verification: Meeting and decision documents</i></p>	
1.3	<p>Indicator: Member States reporting policies and commitments under SDG 12.1.1 focusing on high-impact sectors and contributing to biodiversity conservation, climate mitigation and chemicals and waste agendas, (<i>data to be collected on policy impacts, using both environmental and social / gender indicators</i>). (<i>Indicator connected to Output 1.3 in the Budget</i>)</p> <p>Target: 100 Member States cumulative reporting under SDG 12.1.1, including 20 new countries annually, and addressing high-impact sectors in their national strategies.</p> <p><i>Means of verification: Official reporting on SDG12 & Annual report to High-Level Political Forum</i></p>	

Outcome 2 in support of Pillar 2

Enable changes through circularity, transformative multistakeholder and public-private partnerships, tools and solutions across high-impact systems and sectors

OBJECTIVE

To support the implementation of the second pillar of the Global Strategy the Secretariat, with the OPN Programmes and other strategic partners, will enhance global/regional partnerships across high impact sectors and value chains, generating broader stakeholder engagement and action from Member States and organizations (inc. “influencers” & market leaders), leveraging transformative change. To this end, in the period 2023-2024, the Secretariat will focus on achieving the following programmatic outcome (2): “The transition of societal choices and markets towards sustainability is supported by common principles and standards for sustainable consumption and circularity in high-impact sectors (food, construction, tourism, e-commerce)”.

RATIONALE

The approach adopted by the 10YFP Secretariat and the OPN builds on the need for a transformative shift towards sustainability in high-impact sectors and value chains. It identifies consumer demand (from governments, businesses and individuals) for sustainable, circular and inclusive living models as one of those fundamental conditions and drivers that must be addressed by: i) the availability of sustainable and affordable infrastructures, products and services, designed according to consistent and science-based policies, norms and standards; ii) the provision of reliable, transparent and traceable information on the environmental impacts of consumption, including through new digital technologies; iii) supportive socio-cultural representations and values. The approach recognizes the importance of identifying and engaging key players and market leaders, including governments and multinationals, that have the capacity and resources to steer a systemic transformation in specific sectors and value chains, as well as to engage with the organizations and networks that have the capacity to influence their decisions (e.g., international organizations, intermediate bodies, civil society movements).

APPROACH

The 10YFP Secretariat will enable the development and operationalization, provide oversight, and coordinate action across the programmes of the OPN through the following Secretariat services: i) Securing a strong leadership and stakeholder engagement, while providing backbone support to strengthen their governance and delivery models; ii) providing guidance to align programme objectives and activities with the ambitions of the SDGs and the Global Strategy for SCP; iii) engaging with key partners in high-level advocacy efforts to enhance the visibility of the programmes, initiatives and partnerships; iv) supporting close coordination with relevant UNEP teams across Divisions and Regions; v) providing guidance and technical support for monitoring and reporting on progress in the implementation of the Global Strategy for SCP.

The 10YFP Secretariat has also identified five prioritized flagship (cross-programmes partnerships) that would bring together the work of both the sectoral and enabling programmes of the OPN. This prioritization is informed by SDG 12 targets, and existing knowledge on hotspots and drivers of unsustainable consumption and production at global, sectoral and household levels. This has been analyzed by internationally recognized scientific bodies (IRP, IPCC, IPBES) and expert communities, including the sectoral and enabling programmes of the OPN, providing evidence-based analysis of specific drivers along value chains and of instruments that have the potential to structurally shift consumer demand. Initial stocktaking efforts for each flagship partnership should clearly illustrate the landscape of current initiatives and implementation efforts on its subject area and establish baselines, highlighting exactly where the 10YFP and its One Planet network could add value and monitor progress. Clear terms of reference should be developed, guaranteeing that the flagship partnerships are mutually supportive and well-coordinated among each other and with the other outcomes.

The following five flagship partnerships across programmes of the One Planet Network have been identified:

- 1. Leveraging sustainable public procurement (SPP) in the construction sector: securing, by 2024, commitments from 50 partners,² including governments (national & local) and key market players, to adopt and/or implement SPP principles, including circularity/material efficiency criteria, in the**

² For each of the partnerships under this outcome the Secretariat has established a baseline of 50 governments and key market leaders as an indicative baseline of a critical mass to ensure the sustainability and initial impact of each coalition.

construction sector. Public procurement represents up to 30% of GDP and plays a key role in steering market transformation in the construction sector, where buildings account for around 40% of resources use, 25% of water use, 40% of global energy use and GHG emissions³. With most countries spending more than 50% of their public procurement expenditure on buildings and infrastructure⁴, governments exert a strong influence as investors through the procurement criteria they apply and the vendors they engage with⁵. With the Global Alliance for Buildings and Construction (GABC) and the OPN SPP Programme, the initiative will engage countries, regions and cities, companies with a significant share in the industry and relevant organizations and networks with expertise in public procurement and construction, such as international financial institutions, UN agencies and city networks. This initiative will contribute directly to SDG 12.7, 9.1 and 11.3.

2. **Leveraging sustainable public procurement to advance sustainable food systems: establishing by 2024 a dedicated coalition to strengthen the partnership between governments (national & local), public institutions, and other key stakeholders in the food value chain to support the development and implementation of sustainable public food procurement (PFP) policies.** As acknowledged by the 2021 UN Food Systems Summit, PFP represents a strategic entry point for promoting more sustainable agri-food systems⁶, with the potential to profoundly influence both food consumption and food production patterns and to deliver multiple social, economic and environmental benefits, notably by promoting the availability and affordability of healthy and sustainable diets for all⁷. Depending on policy and regulatory frameworks and cognizant of regional eating habits, PFP initiatives can determine what kind of food will be purchased, from whom, and from what type of production⁸. The objective of this initiative will be to leverage the ongoing partnership with FAO and the existing tools and communities of practice of the Sustainable Food Systems (SFS) and the SPP programmes of the OPN to strengthen the engagement and promote collaboration at local, national and international level for the development, implementation and dissemination of sustainable PFP policies and initiatives. This initiative will contribute directly to SDG 12.7, and 2.4.
3. **Leveraging consumer information for behavior change: engaging 50 governments and organizations, including private sector companies, to implement product sustainability information principles and guidelines (including in e-commerce) to influence consumers towards sustainable choices.** The need for sustainability information is recognized in SDG 12.8. Consumer Information for behavior change seeks to enable easy, practical and sustainable choices by consumers. This requires the provision of accessible, reliable and verifiable sustainability information by market suppliers. The objective of this initiative will be to work with the partners of the Consumer Information programme of the One Planet Network to scale-up the up-take of the programme's product sustainability information principles and guidelines by market leaders in high-impact sectors, in particular retailers. It will entail a focus on e-commerce which presents a major opportunity to reshape consumer choices worldwide, with over two billion people purchasing goods or services online in 2022.
4. **Leveraging sustainable lifestyles within 1.5 degrees and education in high impact sectors and in major international fora (e.g., G20), mobilizing 50 governments and organizations by 2024, including stakeholder groups, to advocate for 1.5° sustainable lifestyles and social inclusion measures.** The IPPC WG3 report (released early April 2022) has stressed the need to steer the demand for sustainability through infrastructure, technology as well as socio-cultural and behavioral change, highlighting the potential to reduce GHG emissions in the end-use sector by 40 to 70% by 2050. The objective will be to build an advocacy coalition with the Sustainable Lifestyles and Education Programme of the OPN and other key partners (youth, women, indigenous people) including national and regional initiatives such as the LiFE campaign led by India, to promote sustainable lifestyles and solutions in high impact sectors across the regions, focusing on four key sectors (food, housing, transports and fashion), and facilitate the uptake of this fundamental agenda by major international fora, such as the G20.

³ International Resource Panel, *Assessing Global Resource Use. A Systems Approach to Resource Efficiency and Pollution Reduction*, 2017

⁴ One Planet Network Sustainable Public Procurement Programme "[Strategic Plan for Sustainable Procurement of Construction / Infrastructure](#)" (2019)

⁵ United Nations Environment Programme (2021). *Catalysing Science-based Policy action on Sustainable Consumption and Production – The value-chain approach & its application to food, construction and textiles* (International Resource Panel and One Planet Network Task Force).

⁶ FAO, Alliance of Biodiversity International and CIAT and Editora da UFRGS. 2021. Public food procurement for sustainable food systems and healthy diets – Volume 1. Rome. <https://doi.org/10.4060/cb7960en>

⁷ United Nations Environment Programme (2021). *Catalysing Science-based Policy action on Sustainable Consumption and Production – The value-chain approach & its application to food, construction and textiles*. Nairobi.

⁸ FAO, Alliance of Biodiversity International and CIAT and Editora da UFRGS. 2021. Public food procurement for sustainable food systems and healthy diets – Volume 1. Rome. <https://doi.org/10.4060/cb7960en>

- 5. Implementing a critical path and key initiatives on harnessing digital innovation for a circular economy with the engagement of Member States and other 50 organizations (inc. "influencers" & market leaders) by 2024.** By the end of 2023, over 60% of global GDP will pass through digital channels, 4 billion people will be influenced by social media, and 2 billion people will consume online. An urgent priority is to direct the trajectory of digital transformation so that it also accelerates and scales environmentally and socially sustainable products and services as well as behaviors and lifestyles. This initiative will convene experts across the digital space, including businesses and the financial sector, to effectively disseminate, operationalize and implement a critical path, and key recommendations for harnessing digital technologies for SCP and circularity within high-impact sectors such as of food, construction, textiles, plastics and electronics, focusing on enabling conditions, such as standards, access to information, and fostering sustainable innovative digital solutions for a circular economy.

In addition, with the aim of accelerating the transition of the Tourism sector towards low carbon and circular consumption and production practices, the 10YFP Secretariat will support the Sustainable Tourism programme on advancing the Glasgow Declaration on Climate Action in Tourism, the Global Tourism Plastics Initiative and their forthcoming initiative on food waste. This will include enabling and encouraging new commitments by Member States and tourism organizations on these catalytic areas and ensuring that these stakeholders have access to strategic and practical solutions, tools, and measurement frameworks to accelerate the sustainable transformation of the tourism sector and an inclusive recovery of the sector from the COVID-19 crisis.

Secretariat Outcome 2: The transition of societal choices and markets towards sustainability is supported by common principles and standards for sustainable consumption and circularity in high-impact sectors (food, construction, tourism, e-commerce)

10YFP / One Planet Network Indicators and Targets 2023/24		Relevant adopted SDG and MEA targets
2.1	<p>Indicator: Number of new core members, initiatives and new financial resources brought to the OPN programmes with the leadership of the 10YFP Secretariat including specific data on gender-responsive investments (<i>Indicator connected to output 2.1 in the Budget</i>)</p> <p>Target: 20 new core members</p> <p><i>Means of verification: annual report of the OPN programmes leads</i></p>	<p>SDG12 (resource use, food loss and waste, waste reduction, sustainable business, sustainable public procurement, education and awareness, sustainable tourism)</p> <p>SDG 2.1 – end hunger and ensure access by all people to safe, nutritious and sufficient food</p> <p>SDG 4.7 – learners acquire the knowledge and skills needed to promote sustainable development</p> <p>SDG 5.5 – women’s full and effective participation and equal opportunities for leadership</p>
2.2	<p>Indicator: Number of Member States and organizations that have made measurable commitments under the One Planet Network flagship initiatives (<i>Indicator connected to output 2.2 in the Budget</i>)</p> <p>Target: 800 Member States and organizations (Baseline 650)</p> <p><i>Means of verification: Member States and organizations commitments</i></p>	<p>SDG 13.3 – Improve education, awareness-raising and human and institutional capacity on climate change</p> <p>SDG 14.1 – prevent and significantly reduce marine pollution of all kinds</p> <p>SDG 17.14 – enhance policy coherence for sustainable development</p> <p>SDG 17.16 – science, technology and innovation and enhance knowledge sharing</p>
2.3	<p>Indicator: Number of best practices, innovative solutions and policy recommendations, identified through the One Planet Network flagship initiatives, focusing on high-impact sectors (<i>Indicator connected to output 2.3 in the Budget</i>)</p> <p>Target: 50 best practices, innovative solutions or policy recommendations identified (Baseline: 0)</p> <p><i>Means of verification: annual monitoring and reporting on flagship initiatives</i></p>	<p>SDG 17.19 – progress measurement beyond GDP - digital systems for environmental accounting</p> <p>UNFCCC Paris Agreement 1.5 degree target</p> <p>Convention on Biodiversity Kunming-Montreal Global biodiversity framework Targets 15 &16</p> <p>Basel Convention 2a) Ensure that the generation of hazardous wastes and other wastes within it is reduced to a minimum, taking into account social, technological and economic aspects; and the amendment on plastic waste.</p> <p>UNCCD 5c, 5e</p>

Outcome 3 in support of Pillar 3

Empower countries, in particular developing countries, and stakeholders for mainstreaming and implementing sustainable consumption and production patterns, leveraging the UN Development System.

OBJECTIVE

The Global Strategy recognizes the need to provide the enabling conditions for all countries to design, implement and mainstream SCP policies, practices and approaches in line with their specific realities, and that can bring most benefits to their people and the planet. Acknowledging that there is no “one-size-fits-all” solution, this outcome aims at enabling and strengthening cooperation across the UN system, leveraging the UN Development System, and providing a demand-driven and coherent support to countries for SCP implementation. This will include working together with the UN Development Cooperation Office (DCO), with UN Resident Coordinators (UNRC) and its Country Teams, as well as with the UN Environmental Management Group (EMG). This cooperation will allow the UN Agencies and other specialized organizations to respond and deliver more integrated support in a more agile and effective manner. Therefore, the 10YFP Secretariat aims at setting up the UN Alliance on SCP and SDG12, to provide integrated solutions to governments accelerating the implementation of SDG12. To this end, in the period 2023-2024, the Secretariat, with Agencies and strategic partners, will support at least 5 UN Country Teams and 6 developing countries, including also economies in transition to implement SCP approaches by 2024.

RATIONALE

SDG12 is one of the most cross-cutting SDG goal, with direct or indirect connection with 14 out of the 17 SDGs. However, there is a persistent lack of data on SCP and the SDG12 progress at national level. According to an analysis conducted by UNEP’s Policy and Programme Division, SCP has been highlighted as a priority environmental aspect across different regions. It is integrated in 39% of Common Country Analysis (CCAs), and 70% of UN Sustainable Development Cooperation Frameworks (UNSDCFs) from a sample of 20 countries across different regions. Agriculture, Manufacturing, Infrastructure, Digital Technology and Tourism are some of the top priority sectors considered in CCAs and CFs. However, countries often lack the knowledge, technologies and resources to promote SCP as a strategic solution in policies and projects. In addition, while UN Agencies work with their own capacities and mandates towards a sustainable economic transformation, they do not necessarily coordinate to scale up impact at regional and national levels, leading to fragmentation and duplication of efforts. For this reason, the Secretariat will work to leverage the UN Development System and provide a joint and coherence SCP support for an effective and more impactful implementation at the country level, focusing on developing regions where most assistance is needed.

APPROACH

The Secretariat will facilitate cooperation across the UN system and provide a coherent support to countries for the regional and national implementation of SDG12 and other SCP related targets across the 2030 Agenda. The One Planet Network together with the UN Alliance, with its programmes and SCP experts will provide tailored support to UNCT and governments in mainstreaming SCP as a vehicle for the economic transformation and in implementing policies and initiatives to advance the shift toward sustainability. . Consequently, existing methodologies, practices, strategies and other knowledge instruments and tools, including those of the One Planet Network, will be offered for implementation across different geographies, taking into consideration regional and country-specific contexts and priorities. The Secretariat will work together with Resident Coordinators and UN Country Teams to establish the expertise required to implement Sustainable Consumption and Production, addressing the triple planetary crisis and other economic and social objectives, so that it brings co-benefits and complements other priority areas. To that end, by leveraging expertise and resources from the UN system, Resident Coordinator Offices and UN Country Teams (UNCT) will be able to respond more effectively to governments integrating SCP approaches in the Common Country Analysis (CCAs) and UN Sustainable Development Cooperation Frameworks (UNSDCFs). This will be achieved through strategic partnerships with UN Agencies, OPN programmes and partners, including expertise and knowledge from the International Resource Panel, GO4SDGs and PAGE, and in close cooperation with UNEP’s regional offices and Regional Economic and Social Commissions. This Outcome will be implemented in strong cooperation with the GO4SDGs initiative, as strategic partner, and will follow sequencing steps for the two years ahead. Firstly, by enabling effective cooperation from the UN system

and integrating knowledge; secondly by leveraging disseminating information and existing capacities to support countries (from Resident Coordinator Offices and UN Country Teams to governments) and; by coordinating dialogues and strategic interventions for concrete project implementation. This will be conducted as follows:

- **Providing technical assistance and capacity-building to the UN Development System – by the Secretariat together with the UN Alliance on SCP/SDG12** - to deliver a coherent approach on SCP, offering a set of tools and services to countries for the implementation of SCP and SDG12;
- **Organizing and channeling support to countries for the design and implementation of regional and national plans and strategies** integrating SCP, circularity and bio-economy;
- **Establishing and mobilizing networks of government experts on SCP, bringing together national focal points for the 10YFP (including national focal points from other UN Agencies), MEAs and other global frameworks**, to facilitate exchange of knowledge, encourage agenda integration and synergies at national level.

Secretariat Outcome 3: Countries, in particular developing countries, and stakeholders mainstream and implement SCP and circularity, leveraging on the UN Development System		
10YFP / One Planet Network Targets 2023/24		Relevant adopted SDG and MEA targets
3.1	<p>Indicator: Number of UN Country Teams integrating SCP and circularity as a vehicle of economic transformation into their CCAs/work plans with the support of the UN Alliance for SCP/ SDG12 and the One Planet Network partners-including GO4SDGs (<i>Indicator connected to output 3.1 in the Budget</i>)</p> <p>Target: 10 UN Country Teams integrating SCP and circularity, into their CCAs/CFs/ work plans with the support of the UN Alliance for SCP/ SDG12 and the One Planet Network partners-including GO4SDGs</p> <p><i>Means of verification: Annual Report of the Inter-Agency Alliance for SDG12; MPTF for SDG12, and Regional science partners for SCP</i></p>	<ul style="list-style-type: none"> - SDGs: - Contributes to all SDG12 targets, especially by promoting 12.1 by developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production. - Promotes cross-cutting support across SDGs particularly SDG3, SDG6, SDG7, SDG9, SDG13, SDG14, SDG15 - MEAs: - UNFCCC Paris Agreement and 1.5-degree Celsius target through support to national governments in enhancing NDCs delivering concrete methodologies and tools that help reduce national GHG emissions. - Convention on Biodiversity: Kunming-Montreal Global biodiversity framework Targets 15 & 16 - Basel Convention 2a) Ensure that the generation of hazardous wastes and other wastes within it is reduced to a minimum, taking into account social, technological and economic aspects; and the amendment on plastic waste. - UNCCD 5c, 5e
3.2	<p>Indicator: Number of developing countries designing or implementing SCP approaches and/or policy instruments, including in the context of NDCs, with the support of the UN Alliance for SDG12 and One Planet network partners including GO4SDGs, using data/science-based approaches (<i>Indicator connected to output 3.2 in the Budget</i>)</p> <p>Target: 10 developing countries (including economies in transition) designing or implementing SCP and circularity approaches and/or policy instruments (<i>e.g. public procurement in high impact sectors</i>), including in the context of NDCs - (Mutually supportive with Outcome 1.3)</p> <p><i>Means of verification: Annual Report of the Inter-Agency Alliance for SDG12; MPTF for SDG12, and Regional science partners for SCP</i></p>	
3.3	<p>Indicator: Number of thematic roundtables between NFPs of the 10YFP and MEAs (climate, biodiversity and pollution) integrating SCP into the MEAs, contributing to sustainability in high-impact sectors and encouraging gender parity in participation (<i>Budget: Indicator connected to output 3.3 in the Budget</i>)</p> <p>Target: 8 thematic roundtables between (National Focal Points- encouraging gender parity) of the 10YFP/UN Agencies and MEAs. The thematic roundtables will deliver information on the integration of SCP into project implementation (including by delivering relevant guidance documents produced by the IRP on resource efficiency in climate action, as well as tools and resources from UN Agencies, and showcasing experiences from countries.) (mutually supporting outcome 1)</p> <p><i>Means of verification: Annual reporting including data on participation women/men</i></p>	

Outcome 4 in support of Pillar 4
Fostering a global movement and commitments for action

OBJECTIVE

The Secretariat aims to support the implementation of the Global Strategy, in particular Pillar 4 on fostering a global movement and commitments for action, based on a coherent, science-based narrative of changing how we **Think, Act and Inspire** about consumption and production. The objective will be to establish and facilitate a global dialogue on SCP as well as to support the key activities and flagship initiatives outlined across outcomes 1, 2 and 3 of the present Results Framework. This will be done through inclusive communications and advocacy, enhancing visibility and outreach, engaging more actively governments, the private sector, civil society, youth and the United Nations and securing commitments for action. Champions and key partners will be mobilized to build public support and accelerate the shift to SCP. During the biennium 2023 and 2024 the Secretariat will support the following programmatic outcome (4): “Stakeholder engagement in the One Planet Network, UNEP’s platform of reference on SCP and SDG12, is amplified through strategic communication and advocacy supported by a coherent narrative of Changing how we Think, Act and Inspire on SCP and circularity and other innovative approaches”.

RATIONALE

The proposed outcome aims at mobilizing the full potential of the global intergovernmental and multistakeholder dimension of the 10YFP, anchored in the 2030 Agenda, and its OPN, and responds to the strong need to establish a multilateral and multistakeholder cooperation space for dialogue on SCP. In implementing this outcome, the Secretariat will strengthen the engagement of under-represented stakeholders, in particular youth movements, indigenous people voices and the private sector. Equally, the Secretariat intends to address the request to have a better and more appealing narrative on SCP that would help reach and engage sizeable audiences and help improve the visibility and relatability of SCP and circular approaches. To build up such greater public and stakeholder support and media notoriety, the Secretariat will lean on influential actors to help grow the impact of the movement as well as to simplify, personify and focus the messaging. In addition, elevating flagship initiatives outlined across outcomes 1 and 2 will provide focus and clarity, making the overall approach more coherent and understandable. The implementation of this outcome will be based on reliable data and knowledge of global trends, progress and gaps, supported by active participation of all relevant stakeholders, leading actors, 10YFP national focal points and coalitions of all sizes, as well as by outreach activities involving champions and ambassadors.

APPROACH

The Secretariat plans to achieve these objectives through three main outputs:

1. **Establishment of a multilateral and multi-stakeholder dialogue on SCP, that will be convened and moderated by the 10YFP Secretariat with the aim to institutionalize a global dialogue on SCP under the aegis of HLPF and/or UNEA.** It will consist of the organization of a yearly One Planet Network Forum; annual high-level dialogues and establishment of ongoing national and regional digital dialogues coordinated by OPN programmes and other relevant platforms/initiatives.
2. **Design and deployment of global communications and advocacy campaigns on one of the OPN flagship initiatives with the aim to improve public and political engagement, visibility and ownership of SCP and SDG12 across the global sustainable development agenda.** The activities include design, launch and dissemination of key communication and marketing campaigns on flagship initiatives and key SCP narratives; building partnerships with existing and establishment of relationships with new stakeholders; balanced representation across regions, gender, sectors and key groups; and implementation of media strategies to establish media presence, enlarge the stakeholder base and reach global audiences directly or indirectly through partners and influencers.
3. **Improvement of knowledge transfer and access to the key catalytic tools and solutions of the Network to increase active stakeholder engagement and participation and advocacy in campaigns organized by/with the One Planet Network to build political and public support on SCP and circularity.** This will be done through improvement of the OPN platform for stakeholder participation; enhanced knowledge transfer and access to the tools and solutions through targeted dissemination and tracking efforts; as well as through the establishment of an Open Data Hub.

Secretariat Outcome 4: The stakeholder engagement in the One Planet Network, UNEP’s platform of reference on SCP and SDG12, is amplified through strategic communication and advocacy supported by a coherent narrative on Changing how we Think, Act and Inspire on SCP and circularity

10YFP / One Planet Network Targets for 2023/24		Relevant adopted SDG and MEA targets
4.1	<p>Indicator: Good understanding and visibility of SCP contribution to addressing the triple planetary crisis through global campaigns and dialogues (High-level Dialogue and OPN Forum) led by the 10YFP Secretariat. <i>(Indicator connected to output 4.1 in the Budget)</i></p> <p>Target: 90% of stakeholders, including national stakeholders across the OPN, with balanced representation across regions, gender, youth and other stakeholder groups, understand SCP contribution to addressing the triple planetary crisis.</p> <p><i>Means of verification: feedback/impact surveys for global dialogues/campaigns</i></p>	<p>SDGs: Contributes to all SDG12 targets (resource use, food loss and waste, waste reduction, sustainable business, sustainable public procurement, education and awareness, sustainable tourism) but especially:</p> <p>12.1 - countries developing, adopting or implementing policy instruments aimed at supporting the shift to SCP 12.6 - Companies adopt sustainable practices and report 12.8 - relevant information and awareness for sustainable development & lifestyles</p>
4.2	<p>Indicator: New narrative on changing how we Think, Act and Inspire on SCP and circularity, contributing to the global movement on SCP <i>(Indicator connected to output 4.2 in the Budget)</i></p> <p>Target: 100M individuals have been reached by the global campaign and the new narrative on Changing how we Think, Act and Inspire on SCP and circularity and 100 000 individuals have actively engaged with the global campaign. Balanced representation across different regions, gender, youth and other audience groups is actively pursued.</p> <p><i>Means of verification: communications strategy and new narrative</i></p>	<p>Cross-cutting to other SDGs, such as 8.4 - resource efficiency and decoupling 13.3 - improve education, awareness-raising and human and institutional capacity on climate change 17.17 - enhance global partnership for Sustainable Development 17.16 - Effective public, public-private and civil society partnerships</p>
4.3	<p>Indicator: <i>Number of individuals and organizational members registered on the One Planet Network website and are actively contributing to the OPN. (Indicator connected to output 4.3 in the Budget)</i></p> <p>Target: The One Planet Network has 10 000 individual members and 2000 organizational members: private and public stakeholders, Member States, civil society and youth organisations, with a balanced representation across different regions, gender, different types of actors and who are actively contributing to the OPN.</p> <p><i>Means of verification: One Planet Network website, database and analytics</i></p>	<p>MEAs: UNFCCC Paris Agreement and 1.5-degree Celsius target through support to national governments in enhancing NDCs delivering concrete methodologies and tools that help reduce national GHG emissions. Convention on Biodiversity: Kunming-Montreal Global biodiversity framework Targets 15 &16 Basel Convention 2a) Ensure that the generation of hazardous wastes and other wastes within it is reduced to a minimum, taking into account social, technological and economic aspects; and the amendment on plastic waste. UNCCD 5c, 5e</p>

ANNEXES to Results Framework

Annex 1 ACRONYMS

10YFP	10-Year Framework of Programmes on SCP
BRS	Basel, Rotterdam and Stockholm
CA	Climate Action (UNEP's Programme of Work)
CBD	Convention on Biological Diversity
CCAs	Common Country Analysis
CE	Circular Economy
DT	Digital Transformation (UNEP's Programme of Work)
EDM	Executive Direction and Management
EG	Environmental Governance (UNEP's Programme of Work)
FET	Financial and Economic Transformation (UNEP's Programme of Work)
GABC	Global Alliance on Buildings and Construction
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GO4SDGs	Global Opportunities for SDGs
HLPF	High-Level Political Forum on Sustainable Development
MEA	Multilateral Environment Agreement
NA	Nature Action (UNEP's Programme of Work)
NDC	Nationally Determined Contribution
OPN	One Planet Network
PA	Pollution Action (UNEP's Programme of Work)
PAGE	Partnership for Action on Green Economy
PFP	Public Food Procurement
PoW	Programme of Work
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goal
SFS	Sustainable Food Systems
SP	Science Policy (UNEP's Programme of Work)
SPP	Sustainable Public Procurement
TAI	Think, Act, Inspire
UNCCD	UN Convention to Combat Desertification
UNCT	UN Country Team
UNEA	United Nations Environment Assembly
UNFCCC	UN Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNSDCF	UN Sustainable Development Cooperation Framework

Results Framework: Annex 2 Managing Risks

A comprehensive risk-management strategy comprising the identification, analysis, and management responses for internal and external risk factors that might compromise the implementation of this results framework has been conducted. Overarching political and financial risks include:

1. Sustainable consumption and production is not considered a priority by countries and organizations. To mitigate this risk investing in advocacy efforts to increase the visibility, influence and ownership of SCP and SDG12 across the global sustainable development agenda has been prioritized as part of this results framework. Additional activities include strengthening the engagement and influence of the 10YFP Board; building a strong network of 10YFP National Focal Points; aligning and contributing to UNEPs MTS; and continuing efforts to strengthen coherence and support to SDG 12 across the UN System.
2. Organizations currently leading the programmes of the One Planet Network do not re-commit and new ones do not commit in time to implement the programme of work. To mitigate this risk early and close engagement with current lead organizations is crucial. Additional activities include implementing joint outreach efforts with committed leads that can speak to the success and potential of the network to new potential leads; and increasing the number of Members States in programme leadership positions.
3. Lack of funding to implement an ambitious results framework to advance on SCP at a Global level. To mitigate this risk a resource mobilization action plan will be put into place, close engagement of lead organizations and donors will be a prioritized.
4. Resistance to change from current programme leads and coordination desk members. To mitigate this risk transparent communication on expectations and changes, making the benefits for programmes clear, is being conducted. Additional activities include supporting the transition into adopting a cross-programme delivery model through the flagship partnerships; facilitating exchanges across programmes and providing Secretariat overview and follow-up; and supporting conversations and strategies to increase the level of commitment of programme partner organisations.

Planetary sustainability for people, prosperity and equity

UNEP's Strategic Objectives (MTS)

Climate stability, living in harmony with nature and towards a pollution-free planet

Government and non-government development action are compatible with the Paris Agreement's long-term objectives

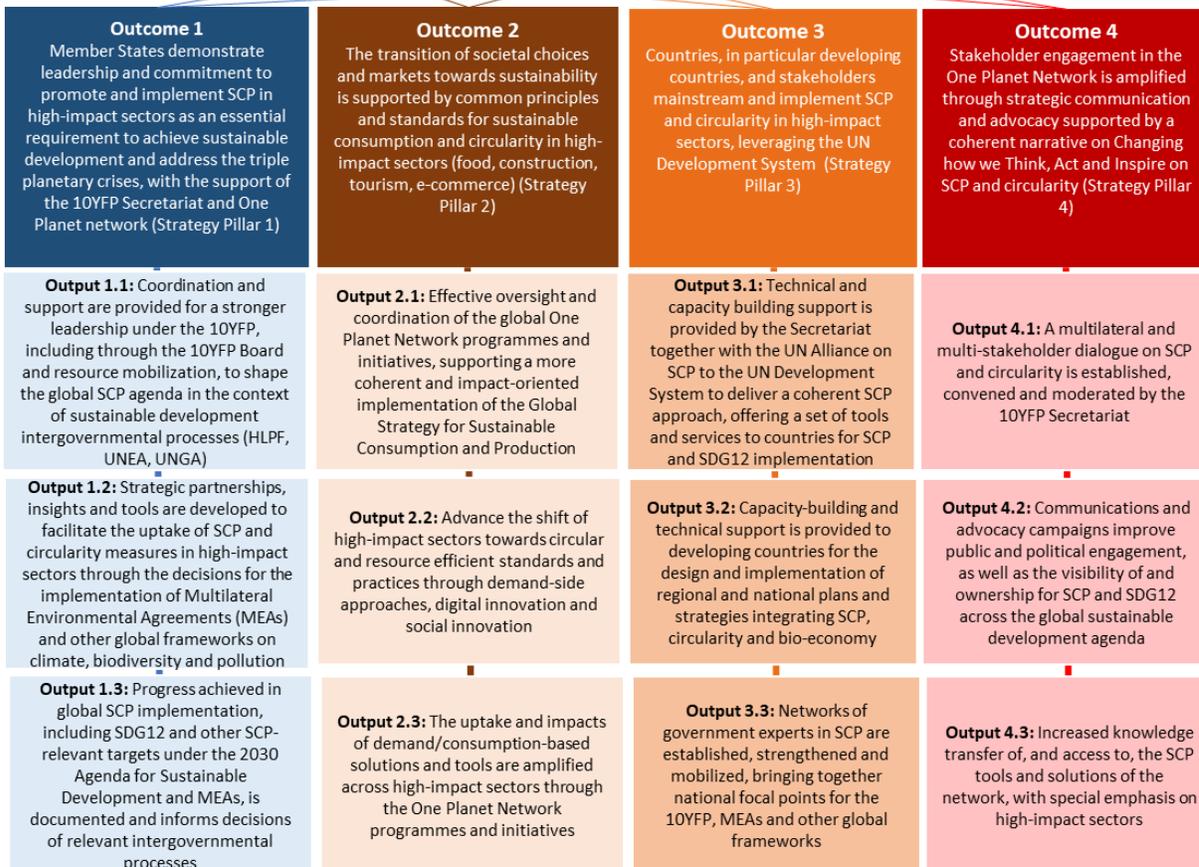
Recovery of nature occurs and is contributing positively to ecosystem stability and human well-being.

Significant progress is made towards a pollution-free planet



2030 Outcome

The shift to sustainable consumption and production is accelerated, including through resource efficiency and circularity, supporting the decoupling of economic growth from environmental degradation, enhancing human well-being



Outcome 1
Member States demonstrate leadership and commitment to promote and implement SCP in high-impact sectors as an essential requirement to achieve sustainable development and address the triple planetary crises, with the support of the 10YFP Secretariat and One Planet network (Strategy Pillar 1)

Output 1.1: Coordination and support are provided for a stronger leadership under the 10YFP, including through the 10YFP Board and resource mobilization, to shape the global SCP agenda in the context of sustainable development intergovernmental processes (HLPF, UNEA, UNGA)

- Activity 1.1.1: Strengthening the role of the 10YFP Board and its Group of Friends for SCP including dialogues with the leading partners of the One Planet Network on the strategy implementation
- Activity 1.1.2: Facilitating the active participation of the 10YFP Board in key international and regional sustainable development fora
- Activity 1.1.3: Mobilizing resources from multiple sources for global, regional and national implementation in cooperation with Member States and key partners, including through repositioning the Multi-Partner Trust Fund for SDG12 (MPTF)

Output 1.2: Strategic partnerships, insights and tools are developed to facilitate the uptake of SCP and circularity measures in high-impact sectors through the decisions for the implementation of Multilateral Environmental Agreements (MEAs) and other global frameworks on climate, biodiversity and pollution

- Activity 1.2.1: Building and strengthening institutional cooperation with the secretariats of key MEAs
- Activity 1.2.2: Developing and promoting knowledge products, methodologies and tools for Parties to the MEAs on SCP and circularity, including through a sectoral lens, aimed at directly supporting the implementation of MEAs at global, regional and national levels
- Activity 1.2.3: Provision of technical guidance on SCP and circularity approaches to prevent and reduce plastic waste production – and other waste as relevant in high-impact sectors and value chains

Output 1.3: Progress achieved in global SCP implementation, including SDG12 and other SCP-relevant targets under the 2030 Agenda for Sustainable Development and MEAs, is documented and informs decisions of relevant intergovernmental processes

- Activity 1.3.1: Facilitating the global monitoring of and reporting on SCP and circularity policies and commitments across the One Planet Network and in the context of the Global Strategy for SCP
- Activity 1.3.2: Producing and disseminating reliable information on global and sectoral trends on SCP and SDG12, highlighting success stories and knowledge gaps in the context of high-level intergovernmental fora

Output 3.1: Technical and capacity building support is provided by the Secretariat together with the UN Alliance on SCP to the UN Development System to deliver a coherent SCP approach, offering a set of tools and services to countries for SCP and SDG12 implementation

- Activity 3.1.1: Strengthening of existing coordination mechanisms under the framework and coordination of a UN Alliance for SCP/SDG12 within/or in close cooperation with the UN Environment Management Group (EMG)
- Activity 3.2.2: Development and implementation of a long-term partnership plan for regional and national capacity-building on SCP and SDG12 as part of the UN Alliance for SCP and SDG12

Output 3.2: Capacity-building and technical support is provided to developing countries for the design and implementation of regional and national plans and strategies integrating SCP, circularity and bio-economy

- Activity 3.2.1: Support countries in the identification of strategic sectoral priorities and in the design of science-based strategies/action plans for SCP and SDG12
- Activity 3.2.2: Provide technical and coordination support to the elaboration and operationalization of specific national implementation projects in line with strategic/high-impact priorities

Output 3.3: Networks of government experts in SCP are established, strengthened and mobilized, bringing together national focal points for the 10YFP, MEAs and other global frameworks

- Activity 3.3.1: Build and maintain a strong community of National Focal Points
- Activity 3.3.2: Encourage policy integration and mainstreaming of SCP in MEAs through empowered national network of experts on SCP

Outcome 3
Countries, in particular developing countries, and stakeholders mainstream and implement SCP and circularity in high-impact sectors, leveraging the UN Development System (Strategy Pillar 3).

Outcome 2
The transition of societal choices and markets towards sustainability is supported by common principles and standards for sustainable consumption and circularity in high-impact sectors (food, construction, tourism, e-commerce) (Strategy Pillar 2)

Output 2.1: Effective oversight and coordination of the global One Planet Network programmes and initiatives, supporting a more coherent and impact-oriented implementation of the Global Strategy for Sustainable Consumption and Production

- Activity 2.1.1: Strengthening leadership and strategic stakeholder engagement for SCP, with emphasis on the private sector, through the OPN programmes
- Activity 2.1.2: Increasing the ambition of the One Planet Network programmes and initiatives to meet the objectives and targets identified in the Global Strategy for SCP in the high-impact sectors
- Activity 2.1.3: Promoting the achievements and impacts of the One Planet Network programmes and initiatives at sectoral level

Output 2.2: Advance the shift of high-impact sectors towards circular and resource efficient standards and practices through demand-side approaches, digital innovation and social innovation

- Activity 2.2.1: Advance the shift of high-impact sectors towards sustainable, resource efficient and circular standards and practices through demand-side approaches
- Activity 2.2.2: Advance the shift of high-impact sectors towards sustainable, resource efficient and circular standards and practices through digital innovation with the engagement of Member States and market influencers and leaders
- Activity 2.2.3: Addressing the social gap in SCP and circular economy through a systematic approach to social inclusion and gender equality in high-impact sectors

Output 2.3: The uptake and impacts of demand/consumption-based solutions and tools are amplified across high-impact sectors through the One Planet Network programmes and initiatives

- Activity 2.3.1: UNEP's objectives and impacts on Sustainable Public Procurement, Consumer Information and Sustainable Lifestyles in high-impact sectors are amplified through the programmes of the One Planet Network
- Activity 2.3.2: Accelerating the adoption of integrated, resource efficient and science-based tools or approaches for circularity in the buildings and construction in countries, cities and the private sector
- Activity 2.3.3: Accelerating the integration of sustainable food systems and/or climate smart agriculture into countries, cities and private sector's policies
- Activity 2.3.4: Accelerating the transition of the Tourism sector towards low carbon and circular consumption and production practices

Outcome 4
Stakeholder engagement in the One Planet Network is amplified through strategic communication and advocacy supported by a coherent narrative on Changing how we Think, Act and Inspire on SCP and circularity (Strategy Pillar 4)

Output 4.1: A multilateral and multi-stakeholder dialogue on SCP and circularity is established, convened and moderated by the 10YFP Secretariat.

- Activity 4.1.1: Organize and facilitate the annual One Planet Network Forum
- Activity 4.1.2: Organize and facilitate high-level sessions on SCP under the aegis of UNEA and HLPF
- Activity 4.1.3: Animate preparatory regional meetings on SCP and circularity with the regions and countries to inform the high-level sessions on SCP and One Planet Network Forum

Output 4.2: Communications and advocacy campaigns improve public and political engagement, as well as the visibility of and ownership for SCP and SDG12 across the global sustainable development agenda.

- Activity 4.2.1: Building an inclusive and engaging narrative on SCP and SDG12
- Activity 4.2.2: Cooperation with champions and multipliers to generate public support and demand for SCP implementation through strategic campaigns
- Activity 4.2.3: Communication, influencer and media outreach to increase the visibility of SCP and SDG12

Output 4.3: Increased knowledge transfer of, and access to, the SCP tools and solutions of the network, with special emphasis on high-impact sectors

- Activity 4.3.1: Develop the One Planet Network dissemination channels to enhance accessibility of knowledge, tools and solutions contributing to the implementation of the Global Strategy for SCP
- Activity 4.3.2: An Open Data Hub for external users is established on the One Planet network website
- Activity 4.3.3: Monitoring and evaluating the effectiveness of knowledge transfer across the One Planet Network and beyond to inform/adjust knowledge management and communications strategies

Results Framework Annex 4: Problem Tree

Climate, biodiversity and pollution crisis jeopardize well-being, development and peace globally

Economic growth, driven by unsustainable consumption and production patterns, continues to degrade the environment and natural resources, with negative consequences on people's conditions of living, preventing the objectives of the 2030 Agenda for Sustainable Development from being achieved

Public investments and private finance do not integrate resource efficiency and circularity goals

Sustainable consumption and production is marginal in high-impact sectors, with policies, business models and demand promoting unsustainable practices

Natural resource use and material footprint continue to increase, together with waste generation

Institutions, policy frameworks and technical capacities do not allow governments to harness the full potential of SCP, including circularity, to achieve global sustainability commitments and national development objectives

- SCP objectives and solutions (including SDG12 targets) are insufficiently mainstreamed and implemented as part of national economic and development strategies
- Public investments to support the shift to SCP, including through economic/tax incentives, research and innovation, infrastructures, education, etc. are marginal
- The shift to SCP, including through circular economy, is not addressed as a driver for structural transformation with socio-economic benefits (growth, job creation, reduction of inequalities, social inclusion) and means to address the triple planetary crisis

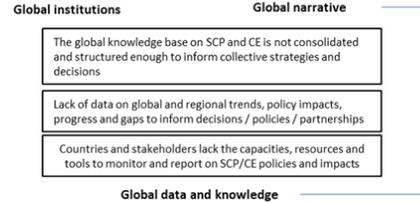
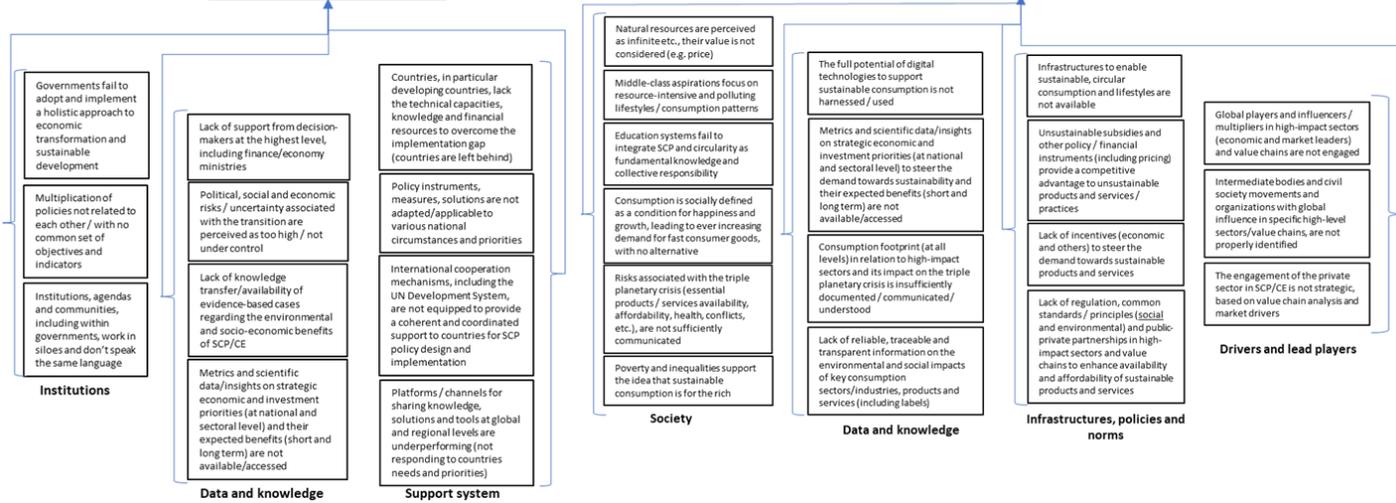
The conditions to enable a transformative, systemic and normative shift towards sustainability in high-impact sectors and value chains are not realized

- Private sector investments and business models, including from the financial sector, don't integrate SCP/circularity objectives and criteria
- Economic and market leaders (States and multinationals) are not committed to driving the transformation
- Lack of consumer demand for sustainable living solutions, products and services (governments, businesses, individuals) in high-impact sectors (food, construction, electronics, textiles, mobility, tourism)

Lack of a global coherent approach to SCP and circularity, supported by reliable data and knowledge on global trends, progress and gaps

Decisions on SCP and CE at global level and their translation at national level do not have enough scope and visibility

- Lack of an institutionalized and inclusive multilateral and multistakeholder cooperation space on SCP & CE
- Visibility and reliability of SCP/circularity are insufficient, leading to weak media presence and public support
- Social and environmental movements, including youth movements, have limited opportunities to become actors of the SCP/CE shift
- SCP and CE are perceived as complex and technical issues, hard to communicate and are not sufficiently discussed in the public space (inc. social media)
- The global, intergovernmental and multistakeholder dimension of the 10YFP and its anchoring in the 2030 Agenda / UNGA and UNE's MTS are underexploited
- The SCP/CE narrative lacks clarity, simplicity and is perceived as synonym of negative constraints rather than opportunities



Results Framework Annex 5: Sectoral Indicators

These indicators have been set up to contribute to the aforementioned outcome indicators. They will contribute to guide the flagship initiatives under outcome 2 (*under development*) and can accommodate the evolution of these initiatives. They allow for specific targets for each of the Programmes and focus on impacts through implementation in countries, cities and private sector companies. These are not only contingent on the Secretariat to deliver, but broader multistakeholder UNEP-led initiatives. As presented to the 10YFP Board during the meeting of the 9th December.

OUTPUT LEVEL INDICATORS - The uptake and impacts of demand/consumption-based solutions and tools are amplified across high-impact sectors through the One Planet Network programmes and initiatives		
Sustainable Public Procurement	Number of countries and cities that have developed new procurement guidelines	<ul style="list-style-type: none"> - Baseline: 0, target 2024: 15 (amplifying the impacts of UNEP's project on Sustainable Public Procurement) - Means of verification: annual reporting on SDG12 and across the OPN
Consumer Information	Number of governments and other organizations, including private sector companies, are engaged in adopting/implementing product sustainability information principles and guidelines	<ul style="list-style-type: none"> - Baseline: unknown; target: 15 - Means of verification: annual report of the 10YFP Secretariat
Sustainable Lifestyles and Education	Number of governments and other organizations, including stakeholder groups, advocating for 1.5° sustainable lifestyles and social inclusion measures, including gender sensitive measures, in intergovernmental fora (G20)	<ul style="list-style-type: none"> - Baseline: unknown; target: 15 - Means of verification: annual report of the 10YFP Secretariat
Sustainable Construction	Number of countries and cities and private sector companies adopting integrated, resource efficient, science-based tools or approaches for circularity in the building and construction sector	<ul style="list-style-type: none"> - Baseline: 0; target: 10 (amplifying the impacts of UNEP's project on Sustainable Cities) - Means of verification: annual OPN reporting
Sustainable Food Systems	Number of countries and cities and private sector companies embedding sustainable food systems and/or climate smart agriculture into their policy-making processes with UNEP support	<ul style="list-style-type: none"> - Baseline: 0; target: 15 (amplifying the impacts of UNEP's project on sustainable food systems) - Means of verification: annual OPN reporting
Sustainable Tourism	<p>Number of new signatories to the Global Tourism Plastic Initiative and percentage reduction in single use plastic in their operations</p> <p>Number of new signatories to the Glasgow Declaration and CO2 emissions reductions reported by signatories</p>	<ul style="list-style-type: none"> - 1 - Baseline: 132; target: 180 Baseline: 0; target: 10 multinationals accommodation companies and cruise lines - 2 - Baseline: 715; target: 815 Baseline: 0; target: 100) - Means of verification: annual OPN reporting

Approved Budget Requirements for the implementation of the Results Framework and Resource Mobilization plan for (2023-2024)

This document outlines, on the basis of lessons learnt and in a succinct manner, the budget requirements associated to the core activities embedded in the Results Framework that the 10YFP Secretariat proposes to undertake in the biennium 2023 and 2024, to support the implementation of the Global Strategy for Sustainable Consumption and Production (2023-2030).

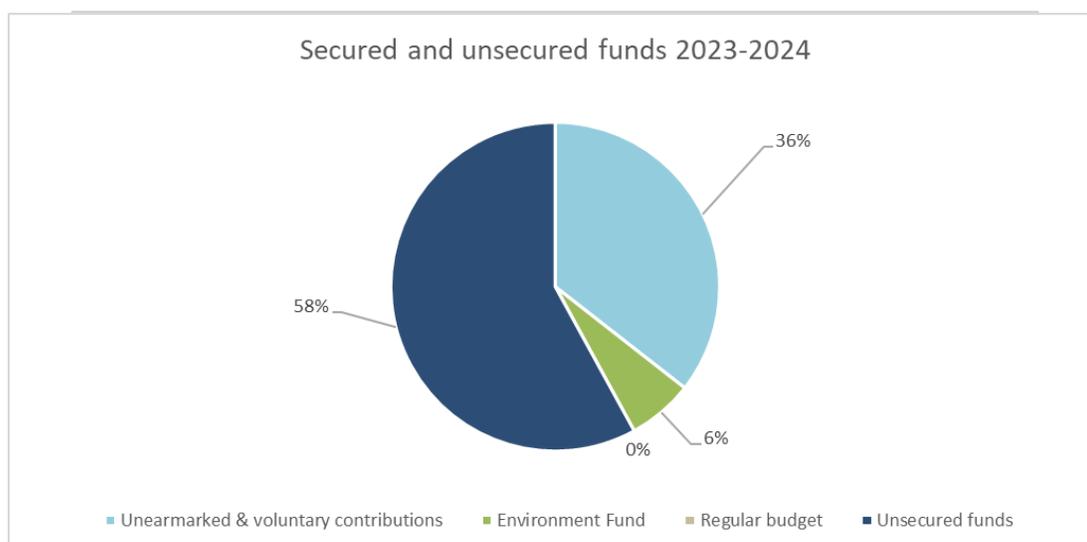
It also provides an overview of resource mobilization efforts during the first decade of implementation of the 10YFP.

I. Resources required to implement the 10YFP Secretariat's results framework 2023-2024

The 10YFP Secretariat estimates resource mobilization needs to implement the 2023-2024 results framework in support of the Global Strategy for Sustainable Consumption and Production to be 14,376,404 USD (with 13% PSC). A detailed budget table is provided in annex I of this document, p.4.

Secured and unsecured resources for 2023-2024

To date, at least **58% of the resources required to implement the 2023-2024 results framework are unsecured**. Secured resources for implementation in 2023-2024 amount to 5,501,589 USD, including unearmarked and voluntary contributions⁹, which represent 36% of the total required budget of the results framework, and Environment Fund (staff), which represents 6%.



Previous phase (multi-donors)	833,314
Switzerland (2021 & 2022)	185,502
Finland (2022)	949,804
France (2022)	118,812
Netherlands (2021 & 2022 - inc. JPO)	667,157
European Commission (tbc)	1,900,000
EF	847,000
Regular budget	0
Unsecured	7,587,298

⁹ It should be noted that this amount includes a new potential contribution of the European Commission (approx. 1.9 million USD, not yet formally confirmed).

II. Resource mobilization strategy

As set out in the Results Framework, by 2024, the objective of the 10YFP Secretariat is for **50 Member States to contribute financially to the core resources required for the implementation of its biennial results framework** as well as to **leverage additional resources under an existing Global Fund to support the implementation of at least one flagship initiative**.

The following actions have been identified as key to achieve this objective:

- 1) **Universal call for financial contributions** to support the implementation of the Global Strategy for Sustainable Consumption and Production through 10YFP biennial results framework (2023-2024), requesting Member States to make early pledges, potentially proposing an indicative amount.
- 2) **Seek support of Member States at UNEA to strengthen the allocation of Environment Funds** to the implementation of the Global Strategy for Sustainable Consumption and Production through the 10YFP biennial results framework, with the objective of reaching 15% of annual budget.
- 3) **Seek support of Member States at the UN General Assembly** to secure allocation of regular budget for staff (2 positions) to core functions of the 10YFP Secretariat in 2024, referring to the mandate it has given to UNEP to fulfill this role.
- 4) **Undertake investments to multiply core resources and leverage additional funding for increased direct implementation at country-level through specialized Global funds** – such as GEF, Global Climate Fund, IKI –and repositioned Multi-Partner Trust Fund for SDG12 dedicated to large scale project implementation in developing countries building on the “Big 5” initiatives set out in outcome 2 of the Results Framework

ANNEX I – DETAILED BUDGET

Description of main tasks and activities of the Secretariat	Staff <i>(Executive management, coordination and administrative costs included across outcomes/outputs: Head (D1), Deputy Head (P5), Coordinator (P4), Administrative Assistant (G5)</i>			Operationalization costs			
				International, regional and national experts/consultants		Implementation activities (inc. procurement, grants and travels)	
	Description	2023	2024	2023	2024	2023	2024
Strategy pillar 1: Member States demonstrate leadership and commitment to promote and implement SCP in high-impact sectors as an essential requirement to achieve sustainable development and address the triple planetary crises, with the support of the 10YFP Secretariat and One Planet network							
Output 1.1 Coordination and support are provided for a stronger leadership under the 10YFP, including through the 10YFP Board and resource mobilization, to shape the global SCP agenda in the context of sustainable development intergovernmental processes (HLPF, UNEA, UNGA) a. Support to the 10YFP Board nomination process b. Secretariat services to annual and other 10YFP Board meetings (1 face-to-face/year and regular virtual meetings) c. Development and implementation of the 10YFP Board engagement plan d. Preparations and coordination of high-level meetings/events, supporting the Board's participation (HLPF, UNEA, UNGA) e. Dialogues with One Planet Network partners on strategy implementation (virtual and face-to-face, back-to-back with other events) f. Resource mobilization strategy implementation, including coordination and repositioning of the MPTF for SDG12 (membership, ToRs, promotion)	Programme Management Officer, Intergovernmental Affairs 100% (P3) Resource Mobilization expert 50% (P3) - year 2	229,180	326,146	152,400	0	65,000	65,000

<p>Output 1.2. Strategic partnerships, insights and tools are developed to facilitate the uptake of SCP and circularity measures in high-impact sectors through the decisions for the implementation of Multilateral Environmental Agreements (MEAs) and other global frameworks on climate, biodiversity and pollution</p> <p>a. Coordination of partnerships with MEA Secretariats on SCP b. Preparation of special sessions/high-level meetings & side events at COPs with MEAs Sec. and key partners c. Delivery of information documents / briefings to inform COPs on SCP and transformative actions in high-impact sectors d. Creation of knowledge products and tools for the implementation of SCP and circularity into climate, biodiversity and chemical and waste agendas: toolkit on circular economy for enhanced NDCs (with UNFCCC and UNDP) and similar tool on SCP and biodiversity (with CBD and UNDP) e. Promotion of upstream solutions to addressing plastic pollution (based on OPN plastic report)</p>	<p>Associate Programme Officer, Agenda integration 100% (P2)</p>	<p>195,380</p>	<p>202,046</p>	<p>156,000</p>	<p>156,000</p>	<p>202,000</p>	<p>52,000</p>
<p>Output 1.3. Progress achieved in global SCP implementation, including SDG12 and other SCP-relevant targets under the 2030 Agenda for Sustainable Development and MEAs, is documented and informs decisions of relevant intergovernmental processes</p> <p>a. Revision of the monitoring and reporting framework of the 10YFP to align to the Global Strategy for SCP & results framework b. Update and improvement of the digital infrastructure for reporting and monitoring (including of commitments) c. Facilitation of the global monitoring of and reporting on SCP and circularity policies and commitments across the One Planet Network and Member States, including provision of guidance and trainings d. Maintenance and further development of the SDG 12 Hub (one-stop-shop on SDG12 targets implementation in countries) e. Annual report on implementation to HLPF and other intergovernmental fora (UNEA, UNGA), inc. strategic recommendations on accelerating SCP implementation in the context of the new strategy f. Regular dialogues with the IRP and joint sessions to inform reporting on progress, science-based prioritization and high-impact policy scenarios</p>	<p>Monitoring and Reporting expert 100% (P3) - year 2</p>	<p>48,580</p>	<p>235,846</p>	<p>78,000</p>	<p>0</p>	<p>67,500</p>	<p>87,500</p>

Description of main tasks and activities of the Secretariat	Staff <i>(Executive management, coordination and administrative costs included across outcomes/outputs: Head (D1), Deputy Head (P5), Coordinator (P4), Administrative Assistant (G5))</i>			Operationalization costs			
	Description	2023	2024	International, regional and national experts/consultants		Implementation activities (inc. procurement, grants and travels)	
				2023	2024	2023	2024
Strategy pillar 2: The transition of societal choices and markets towards sustainability is supported by common principles and standards for sustainable consumption and circularity in high-impact sectors (food, construction, tourism, e-commerce)							
Output 2.1: Effective oversight and coordination of the global One Planet Network programmes and initiatives, supporting a more coherent and impact-oriented implementation of the Global Strategy for Sustainable Consumption and Production a. Secure strong leadership in the OPN programmes b. Align the OPN programmes with the strategy (governance, activities, delivery models) c. Coordinate in cooperation with leads, guiding implementation and stakeholder engagement d. Identification and engagement of influential stakeholders/organizations (inc. private sector) e. Technical support for the design of strategic project proposals (funding) f. Guidance and support to monitoring and reporting on progress/impacts g. Outreach and communications support to increase the visibility of the programmes & initiatives flagship products and initiatives	Programme Management Officer, Catalytic Partnerships 30% (P3) JPO - SPP 50% (P2) JPO - SLE 50% (P2) JPO - CI 50% (P2)	195,587	349,053	207,600	121,200	143,500	143,500
Output 2.2: Advance the shift of high-impact sectors towards circular and resource efficient standards and practices through demand-side approaches, digital innovation and social inclusion a. Spotlight report on priority actions targeted at consumers (institutions, businesses and individuals) to further the acceptance and use of circular economy practices worldwide as well as in key sectors (UNEA/EA.5/Res.11) b. Global Dialogues on natural resources and materials in the context of circular economy (UNEA/EA.5/Res.11) in the lead up to UNEA 6 c. Coordination of an expert group on digitalization for SCP / circularity, dissemination	Programme Management Officer, Catalytic Partnerships 30% (P3) Resource Mobilization expert 25% (P3)	122,187	128,853	302,400	302,400	421,500	490,500

<p>and operationalization of recommendations for harnessing digital technologies within high-impact sectors</p> <p>d. Strengthening of the knowledge base on SCP, social inclusion and women economic empowerment and strategic actions across the OPN (linking to IRP).</p> <p>e. Facilitating the uptake of concrete solutions on circularity, digital innovation and social inclusion across the programmes and initiatives, as well as the monitoring of impacts</p>							
<p>Output 2.3: The uptake and impacts of demand/consumption-based solutions and tools are amplified across high-impact sectors through the One Planet Network programmes and initiatives</p> <p>a. Scale-up the implementation of existing guidelines, standards and recommendations to shift consumer demand in high-impact sectors:</p> <p><i>i. Sustainable Public Procurement (SPP): support the adoption of resource efficiency/circularity objectives or standards through SPP in the food, construction and electronics sectors</i></p> <p><i>ii. Consumer Information: scale-up the uptake of the product sustainability information principles and guidelines developed by the Consumer Information programme by market leaders in high-impact sectors, with a focus on e-commerce</i></p> <p><i>iii. Sustainable Lifestyles and Education: lead an advocacy coalition in partnership with India and in support of the global chapter of the LiFE campaign on sustainable lifestyles (G20)</i></p> <p>b. Accelerate the adoption of SCP, resource efficiency and circularity tools/approaches in three sectors: buildings and construction, food systems, tourism</p> <p><i>i. Buildings and Construction: partner with GABC and the enabling OPN programmes to provide guidance and support for the adoption and implementation of whole-lifecycle approaches and standards to buildings and construction.</i></p> <p><i>ii. Food systems: mobilize and collaborate with the OPN Sustainable Food Systems programme to accelerate the integration of sustainable food systems and/or climate smart agriculture into countries, cities and private sector’s policies (follow up to UNFSS)</i></p> <p><i>iii. Tourism: mobilize and collaborate with the OPN Sustainable Tourism programme to accelerate the transition of the Tourism sector, support new commitments in catalytic areas through the Glasgow Declaration, GTPI and similar initiatives (food waste).</i></p>	<p>Programme Management Officer, Catalytic Partnerships 40% (P3)</p> <p>JPO - SPP 50% (P2)</p> <p>JPO - SLE 50% (P2)</p> <p>JPO - CI 50% (P2)</p>	<p>213,647</p>	<p>412,263</p>	<p>207,600</p>	<p>121,200</p>	<p>445,000</p>	<p>296,500</p>

Description of main tasks and activities of the Secretariat	Staff <i>(Executive management, coordination and administrative costs included across outcomes/outputs: Head (D1), Deputy Head (P5), Coordinator (P4), Administrative Assistant (G5))</i>			Operationalization costs			
	Description	2023	2024	International, regional and national experts/consultants		Implementation activities (inc. procurement, grants and travels)	
				2023	2024	2023	2024
Pillar 3: Countries, in particular developing countries, and stakeholders mainstream and implement SCP and circularity in high-impact sectors, leveraging the UN Development System							
<p>Output 3.1. Technical and capacity building support is provided by the Secretariat together with the UN Alliance on SCP to the UN Development System to deliver a coherent SCP approach, offering a set of tools and services to countries for SCP and SDG12 implementation</p> <p>a. Establishment, in cooperation with the EMG, and coordination of the UN Alliance for SDG12 to catalyze joint capacity-building efforts and technical support initiatives and events across the UN system (using the SDG12 Hub): engage UN entities in the alliance, develop ToRs and work plans, organize/facilitate needs assessments and progress monitoring</p> <p>b. Creation and implementation a long-term partnership plan and mechanism for the delivery of regional and national capacity-building programmes on SCP and SDG12 through the UN Alliance for SDG12, with a focus on high-impact sectors, targeted at UN Country Teams, National Focal Points and other regional and national stakeholders (with GO4SDGs, PAGE)</p>	Associate Programme Officer, UN inter-agency cooperation 50% (P2)	47,890	164,623	39,000	0	225,000	190,000

<p>Output 3.2. Capacity-building and technical support is provided to developing countries for the design and implementation of regional and national plans and strategies integrating SCP, circularity and bio-economy</p> <p>a. Coordination and expansion of the network of Regional Science Partners for SCP in Africa, Asia-Pacific, Latin America</p> <p>b. Through the Regional Science Partners for SCP, provision of advisory services to national governments, UNCTs and other stakeholders in the design and implementation of science-based policies on SCP (awareness-raising, capacity-building and concrete technical support)</p> <p>c. Technical and coordination support to the elaboration and operationalization of national implementation projects in line with strategic/high-impact priorities, reviewing, identifying and mobilizing existing expertise and resources across the UN System and the One Planet Network, organizing dialogue activities with relevant partners, providing technical insights to project proposals and resource mobilization plans.</p> <p>d. Provision of guidance to countries for the integration, implementation and monitoring of circular economy measures in their Nationally Determined Contributions (NDCs) (using the CE for NDCs toolkit)</p>	<p>Programme Management Officer, Regional platforms and NFPs 50% (P3)</p> <p>Associate Programme Officer, UN inter-agency cooperation 50% (P2)</p>	138,190	300,073	39,000	0	310,000	275,000
<p>Output 3.3 Networks of government experts in SCP are established, strengthened and mobilized, bringing together national focal points for the 10YFP, MEAs and other global frameworks</p> <p>a. Revitalization of the 10YFP National Focal Points (NFPs) community: official nomination campaign, new ToRs and digitalization of the NFPs database</p> <p>b. Engagement of MEAs focal points based on themes relating to climate, biodiversity, pollution and waste; support to national networks of experts across agendas to encourage policy integration</p> <p>d. South-South cooperation and peer to peer learning to support information and experience sharing across the NFPs community</p> <p>e. Coordination of regional dialogues and/or mainstreaming of SCP at regional ministerial forums and regional roundtables for SCP, as well as through the organization of specific events, meetings/workshops (in-person and virtual) and webinars</p> <p>f. Development and dissemination of outreach and information tool (inc. newsletters, SCP Hub, enhanced access and dissemination of country information on SCP implementation)</p>	<p>Programme Management Officer, Regional platforms and NFPs 50% (P3)</p>	138,190	181,523	80,000	100,000	270,000	590,000

Description of main tasks and activities of the Secretariat	Staff <i>(Executive management, coordination and administrative costs included across outcomes/outputs: Head (D1), Deputy Head (P5), Coordinator (P4), Administrative Assistants (G6 & G5))</i>			Operationalization costs			
	Description	2023	2024	International, regional and national experts/consultants		Implementation activities (inc. procurement, grants and travels)	
				2023	2024	2023	2024
Pillar 4: The stakeholder engagement in the One Planet Network, UNEP's platform of reference on SCP and SDG12, is amplified through strategic communication and advocacy supported by a coherent narrative on Changing how we Think, Act and Inspire on SCP and circularity							
Output 4.1 A multilateral and multi-stakeholder dialogue on SCP and circularity is established, convened and moderated by the 10YFP Secretariat a. Annual One Planet Network Forum: deliver progress on SCP efforts in the context of the new strategy, provide a space for thought leadership on advancing the tools and actions, secure new partnerships and commitments for action b. High-level sessions on SCP under the aegis of UNEA and HLPF (possibly back to back with the OPN Forum), in close cooperation with other UN entities, gathering high-level decision-makers representing Member States, the UN system, the private sector and other organizations to draw lessons from current global and national efforts and investments to operate the shift towards SCP, also responding to UNEP/EA.5/Res.11 c. Virtual preparatory regional meetings on SCP and circularity with the regions and countries to inform the high-level sessions and the One Planet Network Forum (through the OPN online platform)	Communication specialist 33% (P3)	41,424	108,290	134,697	96,697	292,243	297,368
Output 4.2: Communications and advocacy campaigns improve public and political engagement, as well as the visibility of and ownership for SCP and SDG12 across the global sustainable development agenda a. Application of storytelling approaches and visual communication principles (visuals, data visualizations, infographics and short videos) for monthly campaigns aligned with the strategy and flagship initiatives b. Partnerships with existing/new stakeholders and champions, based on a regularly updated strategic stakeholder and audience mapping; engage under-represented	Communication specialist 33% (P3)	41,424	108,290	167,329	129,329	60,551	66,656

<p>target groups, in particular youth and women, as well as business networks (e.g. BTeam, WBCSD, UN Global Compact, ICC, SEED, Consumer Goods Forum) and companies of all sizes and provide them with key messages and guidelines for joint campaigns;</p> <p>c. Outreach to selected media outlets with global reach, pitch stories, promote interviews, engage with journalists, partners and influencers on social media and other digital channels</p>							
<p>Output 4.3: Increased knowledge transfer of, and access to, the SCP tools and solutions of the network, with special emphasis on high-impact sectors</p> <p>a. Development of the OPN dissemination channels to enhance accessibility of knowledge, tools and solutions: thematic collections, storytelling modules, packaged knowledge products, streamlined and harmonized view of the key stakeholder groups on the network's online platform; OPN general monthly newsletter, targeted flash update newsletters focusing on a specific topics; enhanced social media presence, in particular Twitter, TikTok / Instagram and LinkedIn.</p> <p>b. Establishment of an open data hub for external users on the OPN website</p> <p>c. Monitoring and evaluation of the effectiveness of knowledge transfer across the OPN and beyond, creating dashboards using tools such as Google Analytics, diagnostic performance of all newsletters and search engine optimization (SEO) analysis</p>	<p>Communication specialist 33% (P3)</p>	<p>41,424</p>	<p>108,290</p>	<p>268,347</p>	<p>230,347</p>	<p>111,706</p>	<p>86,516</p>

ANNEX II

Overview of resource mobilization from 2012-2022 (10YFP phase I)

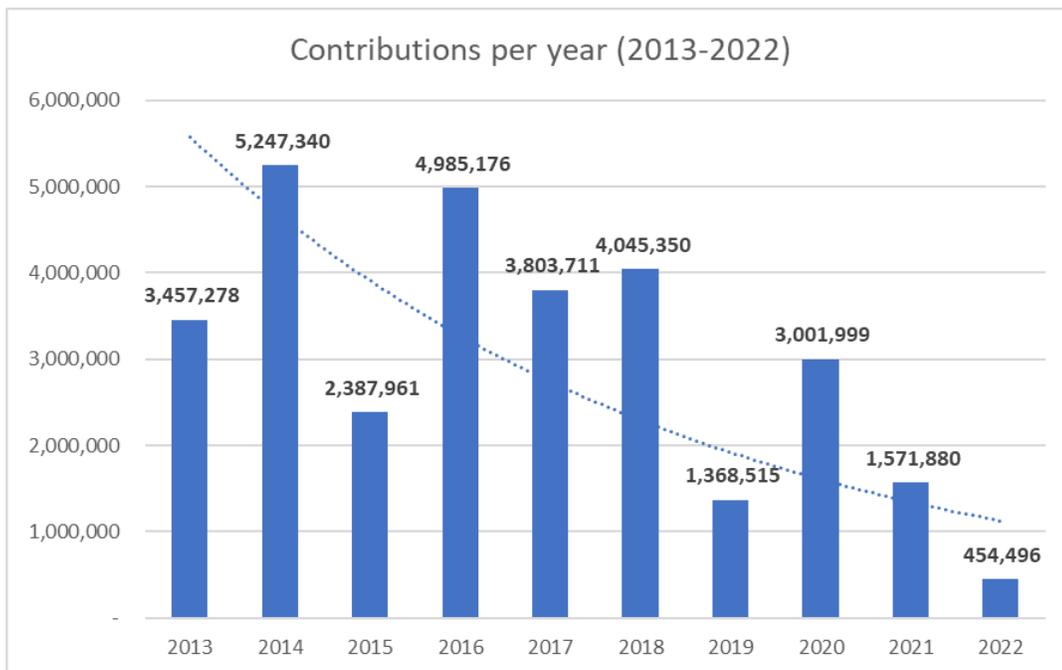
In 10 years, from 2013 to 2022, a total of **30,323,705 USD** were mobilized by the Secretariat to support the implementation of the 10YFP (phase I), an average of **3,032,370 USD** per year.

Out of the resources mobilized during that period, **10,101,077 USD** were allocated to 57 research and country demonstration projects selected through calls for proposal under the **10YFP Trust Fund**. In addition, a total of **1,211,927 USD** was mobilized through the **Multi-Partner Trust Fund for SDG12** established in 2018 to support projects implemented through UN inter-agency cooperation in countries.

Results and outcomes of demonstration projects supported by the 10YFP Trust Fund are presented on the [One Planet Network website](#) as well as in a dedicated annual report (c.f. [10YFP Trust Fund Report 2021](#)). Likewise, detailed information about the inter-agency projects supported by the Multi-Partner Trust Fund for SDG12 is available on its dedicated page ([Funding SDG 12 | One Planet network](#) and annual report - [MPTF for SDG12 Report 2021](#)).

The following diagram (Fig.1) reflects the amount of yearly financial contributions mobilized towards various mechanisms set up by the 10YFP Secretariat.

Fig.1 - Yearly contributions to the 10YFP Secretariat and its Trust Fund, inc. EF staff (2013-2022)

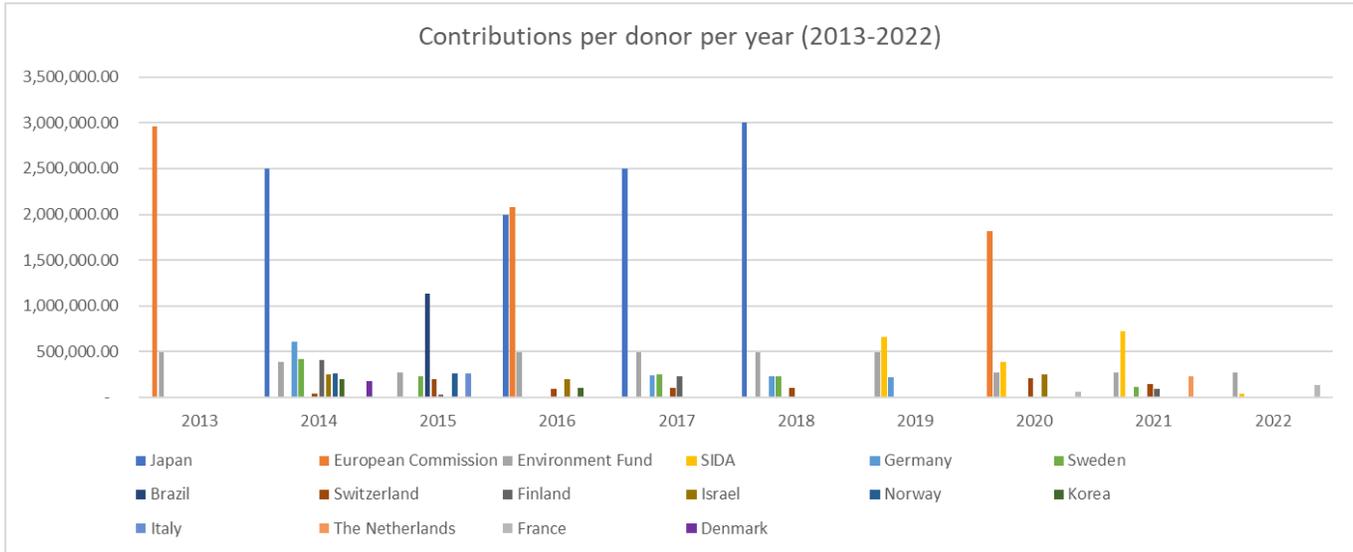


The activities of the 10YFP, through its Secretariat and Trust Fund, during the period 2012-2022 were supported by an important, yet limited, group of committed contributors and through UNEP's Environment Fund.

The following tables (Fig. 2 and 3) highlight the Member States, as well as the European Union, that have contributed to the core resource requirements of the 10YFP Secretariat including its distribution on a yearly basis. It should be noted however that the table does not reflect the generous and active in-kind contributions made by Member States in the form of provision of adhoc or in-kind support to the management and secretariat activities of the Programmes of the 10YFP or to the organization of international events and /or activities.

Fig.2 - Total contributions per donor (2013-2022)	
Brazil	1,130,000
Denmark	172,545
Environment Fund (in-kind)	3,940,850
European Commission	6,864,660
Finland	756,655
France	191,426
Germany	1,292,855
Israel	700,000
Italy	264,072
Japan	10,000,000
Korea	300,000
Norway	515,960
Sweden (inc. SIDA)	3,055,301
Switzerland	894,294
The Netherlands	227,087
USA (US EPA)	18,000

Fig.3



In addition to the contributions presented above, the **Multi-Partner Trust Fund for SDG12** received a total of 1,211,927 USD, cumulating a contribution from Germany (1,111,927 USD) and Denmark (100,000 USD). Established in 2018 at the High-Level Political Forum on Sustainable Development, the Fund is a partnership between six UN agencies engaged in the One Planet network: UN Environment Programme, the Food and Agriculture Organization, the UN World Tourism Organization, UN-Habitat and the UN Office for Project Services, and UN Development Programme, administered by the UN Multi-Partner Trust Fund Office. The Fund was designed to enhance coordination for a system-wide delivery for the implementation of SDG 12, including at national level in the context of the reform of the UN Development System. To date, the Fund has supported the implementation of two inter-agency projects in four pilot countries, with the participation of the six UN agencies.

Lessons Learned

The experience of the past years of implementation, including its challenges, and lessons learnt by the Secretariat, have informed the results mobilization approach presented by the Secretariat through its proposed Results Framework for the period 2023-2024.

In this regard and taking into account the [Midterm Review](#) of the 10-Year Framework of Programmes on Sustainable Consumption and Production (2017) the main lessons-learnt that inform the proposed budget requirements for 2023-204 are:

- There is a need to undertake a results-mobilization strategy against a compelling narrative and a clearly defined, shared and focused framework of activities (a time-bound programme of work). The existence of a mandate is an important element, yet it has to be backed with a results framework to enhance accountability and effectiveness.
- Anchoring resource mobilization on “SCP” as a general concept is not as successful as demonstrating how SCP approaches and tools can address a specific issue such as hotspots in one of the high-impact sectors, or a specific MEA agenda. Hence the importance of the results framework which provides a concrete rationale on these aspects, based on scientific knowledge and data, with specific priorities and objectives.

- When mobilizing resources for national level projects it is critical to include partners that have an existing and successful delivery model (e.g. UNDP) leveraging the UN system to coordinate effective delivery.
- A step-by-step approach is important to demonstrate proof of concept and return on investment.
- The implementation of the 10YFP has been supported by a small group of historical donors over the last 10 years. While strengthening the engagement of those SCP champions, it is important to build on the UNGA mandate and global dimension of the new SCP strategy to encourage all Member States to contribute and support its implementation.
- The 10YFP Secretariat alone cannot mobilize the resources required for the implementation of the Global SCP Strategy, the stakeholders engaged also have a key role in this. This includes the 10YFP Board, Group of Friends and others.