

**10-Year Framework of Programmes on Sustainable Consumption and Production  
Patterns  
(10YFP)**

**Independent External Review**

**2017**

**Final Report**

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## EXECUTIVE SUMMARY

1. In 2017, the 10-year framework of programmes on sustainable consumption and production patterns (10YFP) has both entered its fifth year and reached its mid-term point. A mid-term review of the Framework is taking place between June 2017 and early 2018. The review is composed of: (a) 10YFP progress 2013-2017, based on its Indicators of Success framework; (b) an independent external review of the 10YFP; and, (c) the development of the 10YFP strategy for the period 2018-2022. This paper is the report on component (b), the independent external review (IER).
2. This report presents the process, findings and recommendations of the IER. It covers the following dimensions: overall performance and relevance of the 10YFP, strengths and challenges, areas of opportunity for the Framework, organizational aspects and governance mechanisms. The IER builds on the findings of the “Terminal Evaluation of the UN Environment Project: Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP)” which was completed in early 2017. The IER is based on a thorough stock-taking approach and broad consultations. Findings are developed by ensuring triangulation between documentary evidence, interview and survey data. The IER feeds into the on-going process regarding the development of the 5-year strategy for the period 2018-2022.
3. The review highlights results and strengths which were found in the performance of the 10YFP as well as in its functioning; it points out challenges which should be addressed in the way forward; it proposes a number of recommendations concerning these different aspects for consideration by the governing and operational entities of the Framework and its Secretariat, starting with the Strategy Task Force (STF).
4. The IER was carried out through: (i) a desk study of documents on the 10YFP and of the SCP Clearinghouse website; (ii) a part of an on-line survey which was conducted in October-November 2017; and (iii) interviews with partners and actors within the framework, with a few other stakeholders, as well as with staff members of the 10YFP and UNEP secretariats. The review also integrates opinions expressed through two previous surveys. Overall, this review somewhat integrates the opinion directly expressed by more than 200 relevant entities and individual contributors. 128 responses to the aforementioned on-line survey were received, a rate equivalent to 20% of the 10YFP network. 28% of the survey respondents were from national governmental entities. 54 one-to-one interviews were conducted including interviews with 15 individuals working in national governmental entities and with five representatives of the European Commission.
5. While being a platform and a network for initiating, pursuing and implementing programmes in the area of SCP, 10YFP is not an entity, an undertaking or a programme. It is conceived and should be regarded as a commitment, and its Programmes are a network of communities of practices and implementation partnerships collaborating to

promote the shift to SCP. The success of the 10YFP and of any reform it may want to undertake will depend on the extent to which the entire components of the Framework will be committed, each in its own role and prerogative, to consider and meet future needs and challenges the Framework faces.

6. Overall the review found that, as it exits from its mid-term point and enters into its second half period, the 10YFP is recognized by stakeholders involved as a global platform, anchored in the United Nations system, which brings together a variety of actors, projects and activities, expertise and resources to contribute to delivering SCP. The Framework has developed a broad network and has garnered good will and appreciation amongst active stakeholders involved in it. It is monitoring and contributing to important discussions and developments regarding SCP. A major milestone of progress made by the 10YFP was reached when a process involving actors connected to the Framework contributed to the inclusion of a standalone goal on SCP in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, with a dedicated target 12.1.
7. The concept behind the 10YFP remains highly relevant, yet the proof of scale-up as a result of the Framework's action is lacking. Despite the numerous outputs and activities it has generated, the impact of the Framework remains diffuse or unrecognized. The 10YFP process has not yet reached the stage of creating a remarkable momentum mobilizing significant national and international actors in support of SCP, nor of generating a notable political will. While some of the Programmes have succeeded in building global partnerships across specific sectors and themes, this is a trend that must and can continue to grow and cut across the full range of SCP. The Framework benefits from funding and in-kind support from some countries and institutions but has not been able so far to "penetrate the real business", in particular in engaging the private sector, industry, business and finance. The involvement of civil society seems limited to some activities in the six Programmes of the Framework. Little wonder, the broadness of the Framework's scope and of the spectrum of issues which it covers, as well as the breadth of its objectives make it difficult to identify tangible outcomes and concrete high-impact indicators of its action after the first five years of its performance. After all, sustainable consumption and production is and will somewhat remain an elusive objective which cannot be expected to be attained within a handful of years.
8. Since its establishment in 2012, the 10YFP is vested with a specific mandate for the promotion of SCP. The inclusion of SDG 12 in the 2030 Agenda for Sustainable Development constitutes a paradigm shift for a new impetus for, and the operationalization of 10YFP. The six Programmes of the Framework were conceived, and are hereafter further called to be clearly the implementers of an action which will directly contribute to a theory of change regarding the shift to SCP at global and country level.
9. The 10YFP is in a unique position with respect to effect improvement in the mobilization around SCP. It has the potential to serve as an accelerator of support to the attainment of SDG 12 and other related SDGs and to take a lead role in supporting the monitoring and implementation of SDG 12 at country-level. It can possibly catalyse numerous small efforts into a larger movement towards sustainability. At any rate the 10YFP has the ambition to serve as a notable implementation mechanism for SDG 12 and to mobilize and enhance its six Programmes and organizational arrangements so as

to promote, accelerate and scale up the shift to SCP patterns.

10. The 10YFP has come to a defining point. 2018 could be a pivotal year for the Framework. Many actors within it seem conscious of the importance of the present juncture and are engaged in initiating visualization of its priorities and mode of operation. To what extent will it succeed: to overcome fragmentation; to bring together scattered information on and for SCP through existing initiatives, partnerships and networks; to help scale up and replicate successful policies and best practices for SCP?
11. To consolidate and enhance its relevance, the 10YFP needs to stand up to the solid mandate conferred to it through the SDG 12. It must move to deliver fully on this mandate and on its initial objectives and to demonstrate the impacts of its action. It must quickly position itself as a credible player in SDG 12. An ultimate measure of the impact of its action is going to be the extent to which as many countries as possible and as many relevant entities as possible, benefitting from, or involved in the 10YFP, will have established and/or implemented national practices for SCP and will have been able to take the SDG 12 and other related SDGs forward.
12. The portfolios of the 10YFP Programmes are an opportunity to present a more complete and organized picture of the activities of the network, and help them to focus and prioritise, while providing a toolbox of solutions for implementation. In order to move in this direction, a common set of principles of Programme portfolios has been agreed upon in consultation with all 10YFP Programmes. With that in mind, the Programmes have, or are expected to have, the flexibility and autonomy to define the limitations and modalities of their portfolios in order to maintain or acquire a clearer focus on their own agreed upon objectives.
13. A big challenge facing the Framework is both about moving forward nationally and exercising action at national level, and at the same time remaining concentrated on a catalytic work at the upstream and global level, an equilibrium which is not always easy to achieve. It belongs to the Programmes to strike this balance.
14. The current preparation of the 10YFP strategy for the period 2018-2022 offers a timely opportunity to explicitly recognize the place of SCP in the 2030 Sustainable Development Agenda, to strategize and plan accordingly and to develop or refine the value proposition that the 10YFP can offer. The measures taken to pursue this strategy, along with the organisational arrangements of the 10YFP and its Programmes must be entirely aligned with this mandate. Attaining this mandate depends on the will, support and action of the entire 10YFP community, including notably the United Nations Member States who committed themselves to the 10YFP at the Rio +20 Conference. By so doing, 10YFP actors will be supporting countries in their efforts to achieve SDG 12 and other related Goals, while also preparing the ground for the 10YFP follow-up and for its possible extension beyond 2022, the date currently set for its expiration.

## FINDINGS AND RECOMMENDATIONS

15. The Independent External Review provides the following findings and, in light of these findings, makes the subsequent recommendations:

## STRENGTHS

- The 10YFP is a structured platform, in place, developing action for promoting SCP; it has a real potential to make transformation in this domain, provided it succeeds in strategizing and accelerating its interventions.
- The relevance of the 10YFP and of its objectives are recognized and acknowledged by stakeholders involved.
- The 10YFP has a mandate, renewed and enhanced further with SDG 12 on SCP patterns. SDGs' Target 12.1 is to "implement 10YFP". The 10YFP has consequently a strong socio-political sustainability.
- Stakeholders involved indicate that they maintain interest in the 10YFP.
- Six Programmes have been launched in six different areas and are in place, in line with the founding document adopted at Rio +20 in Brazil in 2012. They offer tools and best practices to Governments and other stakeholders to support the shift to SCP at national level. Some Programmes are getting tangible results; others may need time to yield such results. For instance, the impact of some activities focusing on awareness-raising would not necessarily be apparent before a significant duration.
- The 10YFP Programmes are establishing portfolios of initiatives which offer a set of solutions and best practices. They have the potential to stimulate and carry out tangible actions on the ground aiming at scaling up and replicating the shift to SCP.
- An external evaluation has concluded in early 2017 that, through the six Programmes, the 10YFP has developed partnerships and synergies with relevant projects and institutions.
- Accomplishments exist, also responding to needs and demands from countries and regions. Highlights on accomplishments: a variety of outputs of the six 10YFP Programmes, reported based on the development of a set of key indicators that guide and measure the collective SCP impact policies and actions worldwide; opportunities exist for networking, knowledge sharing, providing and obtaining technical assistance; capacities built; awareness on SCP raised; a knowledge base built; policies and initiatives related to SCP led by governments and public institutions in several places; national and regional initiatives; an array of tools and events; the SCP Clearinghouse, the knowledge management platform of the Framework, is consulted, used and serving the Framework, it currently has 3,891 members, 424 initiatives and 438 resources.
- International networking capacity: The 10 YFP is a multi-stakeholder platform, a network and a "community" which bring together diverse multidisciplinary actors from different regions and affiliations to work together, along with their respective initiatives, expertise and resources, towards a far more ambitious goal of promoting and developing ideas, approaches and actions on the complex shift to SCP.
- 10YFP has a potential to link better with, and contribute further to global drivers including the Paris Climate Agreement, the New Urban Agenda; and other communities of practice such as those on Biodiversity; Circular Economy; Green Economy, etc.
- The 10YFP is in line with strategic priorities of countries and institutions, including the European Commission and UN Environment.

## STRENGTHS

- The SCP Clearinghouse, the knowledge management platform of the Framework, is consulted, used and serving a community of nearly 4000 members. The 10YFP programmes control their own hubs from which they inform, can organize and showcase their growing portfolios of activities. The 10YFP reporting has been streamlined into the platform.
- The 10YFP governance structure is functioning, serving the essence, despite its complexity and inherent administrative burdens.
- Fast growth in partnership is observed over the last three years where collaboration and interaction take place.
- The 10YFP is a UN-wide initiative, with its secretariat in a United Nations entity. This provides it with a convening power, institutional strength, legitimacy, constituency-based oversight and accountability, as well as political neutrality.
- A Monitoring and Evaluation framework is in place to guide and measure, in a participatory way, the collective impact in the shift to SCP patterns worldwide, including Indicators of Success. It supports the 10YFP actors and other stakeholders working on SCP to report, show progress and mobilise support. In this vein, effective and operational indicators of success for the Framework and for the shift to SCP were identified and piloted.
- Actors in the governing entities of the 10YFP and its Programmes show commitment, including Programmes Leads, co-Leads and Coordination Desks. The external evaluation carried out in 2016/2017 concluded that there is an efficient Secretariat.

## CHALLENGES

- The 10YFP is not yet able to adequately demonstrate results that show a tangible shift towards SCP as a consequence of its action. It is called to show more thorough evidence to governments, to the business community and to the general public that it is yielding tangible outcomes.
- The 10YFP needs to be more active, organized and strategic in utilizing potential opportunities for mobilizing interest and support to it and developing common agendas with donors, countries and development organizations.
- The 10YFP must mobilize enough political will that will trigger more impetus.
- The 10YFP must swiftly develop and pursue a strategy to engage the private sector, SMEs and industry.
- The 10YFP is dramatically resource constrained.
- The 10YFP is not yet succeeding in communicating its comparative advantages.
- The 10YFP is not succeeding in mapping out its numerous fragmented outputs at outcome level.

## CHALLENGES

- Short and near-term objectives, namely strategic ones, with milestones, are not obvious.
- The 10YFP Programmes should set a clearer strategy, taking into consideration the means available and the capacities of partner organizations.
- The 10YFP community is still a small one compared to global SCP players. Its network is not widely recognised beyond actors participating in it.
- National initiatives in the context of the Programmes and their links with national SCP policies are missing or not showcased.
- Links with global processes like climate change, biodiversity, resource efficiency are not yet established in an optimal and strategic way.
- Ties between the various 10YFP entities are weak if not disconnected.
- Rather complex governance: Bureaucracy in the functioning of the 10YFP and constraints inherent to processes and control including UN processes are perceived by some to be limiting the potential of the Framework and therefore may be having a demotivating effect, they should be further addressed and alleviated; Political, outreach and high-level mobilization impacts expected from the Board are sub-optimal; The participation of actors in Programmes and of National Focal Points (NFP) varies greatly from Programme to Programme and country to country in terms of activity, with some lying dormant; Except through their participation within the Programmes, the networking between National Focal Points is weak if not inexistent; Despite existence of clear terms of reference, the division of labour and the observance of respective roles and responsibilities among the 10YFP entities and players are not always clear; Programmes seem to be often working in silos with little inter-Programme collaboration; Programmes structure and functioning could be further simplified.
- Deeper collaboration should be sought with UN Environment and UN programmes working in similar areas, as well as with prominent intergovernmental and international partners and supporting organizations such as the European Commission and others.
- About one third of the 10YFP Partners do not seem to be engaged at all.
- A comprehensive review of the Trust Fund is necessary.
- While a significant improvement is observed in 2017, the formal reporting process on the 10YFP early years, namely in the reports to ECOSOC, was sub-optimal.
- Communication regarding the 10YFP and its terminology must be tailored strategically, creating a new language for visibility.

## OPPORTUNITIES

- The relevance of SCP is on the rise with the adoption of the SDGs, and the 10YFP has a renewed mandate with SDG 12 and other inter-linked SDG targets, as well as through SDGs' target 12.1 exclusively

## OPPORTUNITIES

consisting of “implementing” the Framework. The 10YFP partnership must advocate vis-à-vis countries that to implement the 10YFP and hence achieve this target (mainstreaming SCP) at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development and of the achievement of Goal 12 and other inter-linked SDG targets.

- SDG 12 related to SCP, “where new norms and standards are likely to emerge in the coming years, and there could be an important role for the UN system to play” is the least well-resourced of all SDGs. Capitalize on dedicated SDG targets for fundraising efforts.
- Opportunities must be found to link SCP and the 10YFP with the Paris Climate Agreement, 2030 Agenda and other key agendas such as biodiversity, urban agenda, circular economy.
- The Programmes hopefully engaging the broader partnership: Private Sector, NGOs, Parliamentarians, Local communities, Research Institutes. The outlook of particularly triggering partnership with, more interest and action from the private sector is an opportunity.
- 10YFP Programmes as unique enablers to build a larger network of collaboration. Implemented individually or through cross-cutting activities, these Programmes can become a platform or the glue for co-operative transformational actions with regards to SCP.
- Showcase more benefits emerging from 10YFP Programmes in key areas such as agriculture, food security, tourism, construction.
- Potential is real for deeper collaboration between 10YFP and UN Environment and UN programmes working in similar areas, building on what other organisations and actors are already doing on SCP.
- Capitalize more on the recently developed monitoring and evaluation framework with more quantifiable objectives, thus demonstrating progress and impacts, through the 10YFP indicators of success.
- The review of SDG 12 at HLPF 2018 may be an optimal platform to raise visibility of the 10YFP in the context of its mid-term review and new strategy.
- Increase the visibility of the 10YFP at relevant events (e.g. World Economic Forum, Global Compact, HLPF business events).
- Use the 5-year strategy for the period 2018-2022, as it may hopefully align all stakeholders to the same objectives and strategic priorities.
- Bring more scientific evidence in support of SCP-related initiatives by using more the International Resource Panel and other relevant scientific and expert groups.

## RECOMMENDATIONS

- The culture underlying the entire 10YFP community should move to one of “Commitment”. The Framework is conceived and should be regarded as a network of communities of practice and implementation partnerships collaborating to promote the shift to SCP. All the partners, including

## RECOMMENDATIONS

countries, are invited to be engaged and contribute.

- The 10YFP community should launch and engage in an all-out campaign raising the profile of the Framework by advocating including vis-à-vis countries that a strengthened 10YFP platform can advance SDG 12 at the national and global level. The Framework, mainstreaming SCP at a national level, is a way to contribute to the achievement of national objectives/international obligations on sustainable development and to the achievement of Goal 12 and other inter-linked SDG targets. Optimal use of the HLPF process should be made and the opportunity offered by the in-depth review of SDG 12 at HLPF, as well as national voluntary reviews on SDGs may serve to raise the profile of the 10YFP.
- Using the opportunity offered by the on-going process for the adoption of the 5-year strategy for the period 2018-2022, the scope of 10YFP needs to be better defined. The process should lead to a clear strategy with focus, targets and expected outcomes, with indicators to track and evaluate the progress. It will also be necessary that the six Programmes acquire a clearer vision and become more strategic in nature and focus, and specifically become the primary vectors for the contribution of the 10YFP to SDG 12 and other related SDGs.
- The 10YFP Programmes must have a clearer vision of the “game changer” that they can realistically take forward, capitalizing on the products produced by partner organizations, identifying best practices and replicating them, and defining one or more strategic high level products to develop collaboratively.
- While increasing the commitment of existing partners, the 10YFP must seek and build the strategically most important partnerships and synergies; Programmes must strive to convince the broader world community, engage and activate networks who can reach out: Ministries, investors, donors, Parliamentarians, cities, industry, finance, NGOs.
- The 5-year strategy for the period 2018-2022 and its implementation must be underpinned by a theory of change which will help provide assurances that Programmes are delivering the right outcome and that the 10YFP is worthy of support and investment.
- 10YFP Programmes must strategically identify and engage the stakeholders they want to reach.
- A guidance on programme development and implementation foresees that each Programme should have established « clear objectives, implementation process, deliverables and measures of success ». It would be highly desirable for each Programme to regularly ascertain if such criteria are met.
- The 10YFP is dramatically resource constrained. Whereas the Programme actors take an active role in mobilising resources and in making the case for SCP, it would be expected that Member States, and others in a position to do so, mobilize contributions to support the 10YFP Trust Fund as a means of implementation of SCP and SDG 12. Furthermore the implementation of the 10YFP Resource Mobilization Strategy will be most welcome.
- Collaborative arrangements with the private sector stakeholders should be vigorously and strategically explored and established by the 10YFP entities, namely Programmes. Aspects to be further developed in order to meet private sector needs must be identified, notably by demonstrating the economic case, and return on investment generated by the shift to SCP patterns. Pragmatic illustrations supporting such cases and investment should be developed and offered. Similar effort is needed with respect to financial and development institutions.

## RECOMMENDATIONS

- 10YFP governing and organizational entities must look, on a case-by-case basis, into the present conditions of each Programme so as to identify ways and means to support its smooth operations.
- Programme leads and entities must strike a correct balance between the framework's global mandate and function as catalyser, stimulator and enabler upstream, and the need for implementing action at the regional and national level and responding to national needs and priorities. It would belong to each Programme to find its way in this respect.
- The 10YFP should be linked to the national level because SDGs are geared to the national level. Therefore, Programmes initiatives and activities should be conducive to the development of action at the national level and should stimulate the creation of regional or sub-regional collaboration. More use must be made of the NFPs as change agents, as they represent an efficient implementation mechanism and as they constitute an effective modus of delivery for the Programmes. A genuine and sustained effort must be deployed by the Programmes as well as by the Board and the secretariat to help empower and activate NFPs. This should in particular be done for countries with limited capacity, perhaps through a dedicated effort including an institutional support initiative. This will contribute to an increased sense of local ownership. To that effect, possible use of UN Development Assistance Framework and UN Country Teams (UNCT) may be explored, including with the purpose of obtaining inter-ministerial exchanges and not confining the responsibilities to a single Ministry such as the Ministry of Environment. As a first step, a dialogue must be arranged within selected countries by NFPs, in liaison with relevant 10YFP entities and UNCTs, between an inter-ministerial authority and the 10YFP key actors aiming at making the case for the multisectoral natural and advantages of the Framework.
- It is recommended to develop innovative cooperative initiatives among two or more of the six Programmes that could lead to synergies and form the basis for continued inter-Programme joint activities. Collaboration between the Programmes may be enhanced around cross-cutting topics which could be identified by the Strategy task Force and/or among Programmes.
- Create further conditions of assisting/motivating Partners, who at present are not participating or active in any Programme, to engage.
- Set up opportunities for different entities and Partners of the 10YFP, including NFPs, to network, to interact, exchange and, whenever possible and feasible, get together face to face.
- Link further to other mainstream and global drives including the climate agenda, biodiversity, urban agenda, circular economy and other related initiatives.
- Use and enhance science-based evidence of the timeliness, opportunities and merits of initiatives and good practices related to SCP, also drawing on the competence of the International Resource Panel (IRP). Initiatives such as the definition of the SCP impact indicators and the "Hotspot" analysis, which associate the IRP and scientific institutes go in this direction and are welcome. Opportunities for innovation and for contributing to the development of innovative approaches should be sought and highlighted.
- Review, update and simplify the guidelines and rules of engagement for diverse stakeholders involved in the Framework, as well as the functions of the Secretariat so as to always have in place clear definition of purposes, determination of roles, assignment of roles, division of labour and modalities of intervention for the components of the Framework's « community ».

## RECOMMENDATIONS

- Guidelines and rules of engagement for diverse stakeholders in the 10YFP are in place and offer a fair definition of roles and responsibilities. In order to improve efficiency, it is desirable to explore light and innovative adjustments to the existing organizational arrangements and functioning, and to the lines of communication between Framework entities, through “alternative arrangements” that could facilitate the “flows” and communication and alleviate hurdles in procedures, not changing the underlying fundamental principles. For example, while creating further conditions to alleviate tasks falling *de facto* on the Secretariat so that they focus on their core functions and on a facilitating and supporting role, it would be appropriate that Programmes acquire more autonomy and flexibility in their functioning and lighten their organizational structure. For instance, reducing the membership of the MACs and delegating more to the co-leads may be a step in that direction.
- “Champions” from within the 10YFP community and from VIP circles could be identified and incentivized to help mobilize policy and public interest in, and support for, the purposes of the Framework. The profile of the Board may be heightened by including in its membership high-level political engagement and private sector representation.
- It seems desirable and opportune that an in-depth and comprehensive review of the Trust Fund be made. This review should address the relevance of the Fund, its purposes, its possible replenishment and functioning.
- Processes for monitoring and reporting are important to assess performance, demonstrate progress and guide prioritization and planning, provided reporting requirements are not duplicated or otherwise burdensome. More efforts need to go into making the recently established Monitoring and Evaluation framework attractive and motivating partners to adopt it and report according to the indicators of success which should ideally match the SDG 12 targets reporting. In the same vein, while giving priority to an enhanced Monitoring and Evaluation framework, it could be desirable that, occasionally and depending on availability of resources, Programmes carry out an evaluation of their activities to provide robust evidence of performance.
- The 10YFP should elaborate a communication strategy, with policy, tools and materials, which permeates the overall 2018-2022 strategy and its implementation. Programmes are called upon to find the right messaging and tailoring of language, with a view to marketing themselves. The inclusion of a communication professional in the composition of the Programmes may be considered. Each Programme could release an annual magazine.
- A more strategic design of SCP Clearinghouse should make it more user-friendly, attractive and coherent, and make it become a sharing space, widely used by all relevant stakeholders. Programmes must be encouraged to connect appropriately to the Clearinghouse. Partners must be incentivized to really feed into the Clearinghouse.
- The role and functioning of the UN Inter-Agency Coordination Group (IACG) should be reviewed so that they become more active and engaged and that respective institutions integrate SCP in agencies work. Agencies’ Chief Executives may be advised by corresponding IACG members to devote a special in-House consultation on integrating SCP and to trigger a corresponding discussion on Agency Governing Bodies’ meetings agendas.

## ABBREVIATIONS

10YFP	The 10-year framework of programmes on sustainable consumption and production patterns
CD	Coordination Desk
CI-SCP	Consumer Information for SCP
EC	European Commission
ECOSOC	Economic and Social Council
HLPF	High Level Political Forum
IACG	Inter-Agency Coordination Group
IER	Independent external review
IRP	International Resource Panel
MAC	Multi-stakeholder Advisory Committee
M&E	Monitoring and evaluation
NGO	Non-governmental Organization
NFP	National Focal Point
Rio+20	United Nations Conference on Sustainable Development
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goal
SBC	Sustainable Buildings and Construction
SFP	Stakeholder focal point
SFS	Sustainable Food Systems
SLE	Sustainable Lifestyles and Education
SPP	Sustainable Public Procurement Programme
STF	Strategy Task Force
STP	Sustainable Tourism Programme
ToRs	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNCED	United Nations Conference on Environment and Development
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment

## BACKGROUND

16. Agenda 21 which was adopted at the United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro, Brazil, in 1992, states that « the major cause of the continued deterioration of the global environment is the unsustainable pattern of consumption and production, particularly in industrialized countries, which is a matter of grave concern, aggravating poverty and imbalances ». Sustainable Consumption and Production (SCP) has been since a cornerstone of the international sustainable development agenda. At the World Summit on Sustainable Development, in 2002, the international community recognized that achieving sustainable patterns of consumption and production is an essential requirement for and an overarching objective of sustainable development. The outcome document of the United Nations Conference on Sustainable Development (Rio+20), entitled “The future we want”, recognizes “that fundamental changes in the way societies consume and produce are indispensable for achieving global sustainable development”<sup>1</sup>.
17. At Rio+20, Heads of State adopted the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) in order to achieve the goals and objectives defined in chapter 3 of the Plan of Implementation of the World Summit on Sustainable Development (Johannesburg Plan of Implementation) on sustainable consumption and production. The Framework was described in a document entitled “A 10-year framework of programmes on sustainable consumption and production patterns” found in the Annex to the letter dated 18 June 2012, which was addressed by the Permanent Representative of Brazil to the United Nations to the Secretary-General of the United Nations Conference on Sustainable Development<sup>2</sup>. The Framework was further described as: (i) a mechanism to showcase, scale up and replicate SCP initiatives and activities through a focused delivery of support at regional and national levels<sup>3</sup>; and, (ii) a global framework for action to accelerate the shift towards SCP in both developed and developing countries<sup>4</sup>.
18. The important transversal role of SCP as an integral part of the 2030 Agenda for Sustainable Development has been clearly affirmed with the inclusion, among the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, of a stand-alone Goal entitled “Ensure sustainable consumption and production patterns” (Goal 12), as well as through SCP oriented targets in other goals.

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<sup>1</sup> The future we want - Outcome document of the United Nations Conference on Sustainable Development, Rio de Janeiro, Brazil, 20–22 June 2012, paragraph 224.

<sup>2</sup> United Nations: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5. June 2012.

<sup>3</sup> United Nations: ECOSOC Substantive session of 2013 Item 13 (a) Geneva, 1626 July 2013 Report by the Secretariat of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP).

<sup>4</sup> The 10-Year Framework of Programmes on Sustainable Consumption and Production– Brochure, May 2017.

## PURPOSE OF THE INDEPENDENT EXTERNAL REVIEW

19. In 2017, the 10YFP has both entered its fifth year and reached its mid-term point. The text on the 10YFP, which was adopted at Rio+20, stipulates that the framework “should be reviewed at the end of five years to assess benefits, challenges and implementation<sup>5</sup>”. Furthermore, the current context of the framework is characterized by the following overriding considerations: the substantial growth of the 10YFP since its launch; the inclusion of SDG 12 in the 2030 Agenda for Sustainable Development; the prospect of further developments on SCP; and the current planning and preparations for the 5 year-strategy of the 10YFP for the period 2018-2022. Hence, a mid-term review of the framework is taking place between June and early January 2018. This mid-term review is composed of: (a) 10YFP progress 2013-2017, based on the 10YFP Indicators of Success framework; (b) an independent external review of the 10YFP; and, (c) the development of the 10YFP strategy for the period 2018-2022. The Terms of Reference of the mid-term review have been approved by the 10YFP Board in late Spring 2017.
20. The purpose of the aforementioned component (b) of the mid-term review - the independent external review (IER) - is to take stock of the overall performance to date, reviewing the progress made, the effectiveness of the approaches adopted and the organizational arrangements, to identify areas of opportunity for the framework and to provide forward-looking input that may support the development of the next 5-year strategy for the period 2018-2022. Being part of the mid-term review, the IER also contributes to meeting a requirement of the founding document of the 10YFP and consequently of the UN General Assembly.

## SCOPE OF THE INDEPENDENT EXTERNAL REVIEW

21. The IER has been carried out between mid-July 2017 and January 2018. It provides a thorough stock-taking of the Framework’s overall performance over the period spanning between its establishment and mid-2017 and, while overviewing its functioning and activities, it singles out strengths, highlights potential challenges and opportunities and offers forward-looking suggestions for further development of the Framework.
22. The Review was conducted around the following questions:
  - To what extent are the 10YFP objectives being accomplished? How to move forward for scaling up achievements?
  - To what extent are the 10YFP governance and organisational structure/arrangements operationally effective? Does the growth in 10YFP partnership require adjustments in the functioning? Where can processes be improved to better support action?

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<sup>5</sup> United Nations: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5, paragraph 5. June 2012.

- To what extent are the approaches adopted within the 6 Programmes of the Framework effective in mobilizing the partners and stakeholders involved? How could these approaches be made more effective?
  - What are the challenges for the 10YFP?
  - What are the opportunities for the 10YFP?
23. Around those questions, the Review sought to identify strengths and challenges in the performance of the 10YFP to date, suggest opportunities, draw lessons from such findings and put forward recommendations for further development and improvement.

## **METHODOLOGY OF THE INDEPENDENT EXTERNAL REVIEW**

24. The IER builds on existing assessments; in particular it builds on and avoids duplication with an evaluation which was undertaken under the aegis of UN Environment Evaluation Unit and completed in March 2017, namely: “Terminal Evaluation of the UN Environment Project: Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year framework of Programmes on SCP (10YFP)”. The Review adopted a retrospective and forward-looking perspective on key aspects of the 10YFP. It has been based on data collection and opinion gathering approaches. The inception report on the IER was shared for feedback with the 10YFP Board.
25. The IER included:
- A desk study comprising available documents on the 10YFP and SCP Clearinghouse which is the electronic knowledge management platform of the Framework. Annex A contains the list of documents examined;
  - A part of an on-line survey, addressed to all 10YFP network. Annex B contains the list of survey questions. Prior to their adoption the draft survey questions were shared with the 10YFP Board for feedback. The on-line survey was open to receive responses as from 30 October 2017.
  - Interviews (face to face, telephone/Skype) with a broad range of actors involved, including 10YFP Board Members, Leads and Co-leads and members of Coordination Desks (CD) of the six Programmes as well as their Multi-stakeholder Advisory Committee (MAC) members, representatives of the European Commission (EC), members of the UN Inter-Agency Coordination Group (IACG), members of the UNEP and 10YFP Secretariats. Annex C contains interview questions. 54 one-to-one interviews were conducted. The list of people interviewed is shown in Annex D. The composition and distribution of interviewees is found in Figure 1.

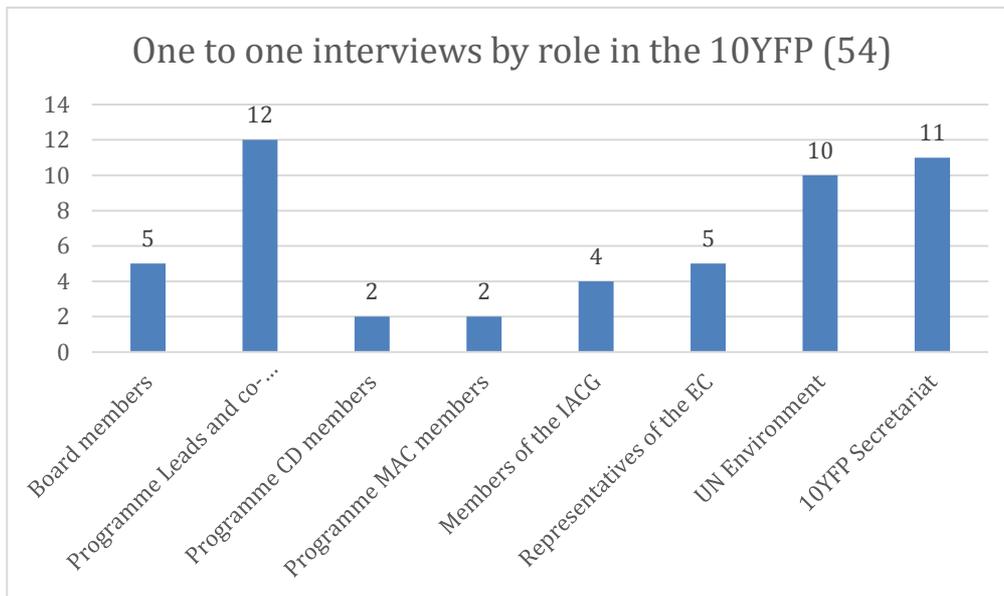


Figure 1. Distribution of interviewees

26. The Review also took into account responses received as a result of two surveys which were previously conducted: (i) the 2015 pilot survey on SCP policies which gathered responses from 47 countries plus the European Union; and (ii) a web-based survey, conducted with the 10YFP National Focal Points (NFPs) and Alternate National Focal Points. The latter received responses from 37 NFPs and Alternate NFPs, representing 30 countries.
27. The consultant in charge of the IER attended a two-day in-person meeting with the 2018-2022 10YFP Strategy Task Force (STF) as well as an earlier short webinar organized with the same Task Force. Finally, the consultant benefited from numerous discussions held with the management and staff of the 10YFP Secretariat.
28. As mentioned earlier, the IER was carried out concomitantly with the 10YFP progress reporting 2013-2017 undertaken by the 10YFP Programmes, and as the development of the 10YFP 5-year strategy for the period 2018-2022 was being initiated by the 10YFP STF. Recalling that the 10YFP progress reporting, the external review and the development of the strategy are all components of the mid-term review and, whereas they are being undertaken separately, the findings of each component inform and complement the other two.
29. It is to be noted that the inception phase of the IER, at its very early stage, found that a logic of intervention of the 10YFP was not established at the outset of the Framework. Findings of the IER derive from triangulation between interview data, responses to the on-line surveys and reports and documentation review.
30. The consultant expresses his deep gratitude to all those who took their time to provide information and advise him, and to the 10YFP Secretariat management and staff who facilitated and supported the task entrusted to him. He was very impressed by the

commitment shown by various interviewees and by the dedication of the 10YFP Secretariat, all whom are eager to see a bright outlook for the Framework.

## AN OVERVIEW OF THE 10YFP

31. The 10YFP serves as a global framework for action to enhance international cooperation and advance the implementation of SCP in all countries. Its objective is to generate collective impact through multi-stakeholder programmes and partnerships, support the development and scaling up of successful SCP policies and initiatives at all levels, foster knowledge and experience-sharing and facilitate access to technical and financial resources for developing countries<sup>6</sup>.

### Vision, Objectives and Approach

32. The vision of the 10YFP is outlined in its founding document, A/CONF.216/5<sup>7</sup>. It is found in Annex E.

33. The main objectives of the 10YFP are to<sup>8</sup>:

- Accelerate the shift towards SCP, supporting regional and national policies and initiatives;
- Contribute to resource efficiency and decoupling economic growth from environmental degradation and resource use, while creating decent job and economic opportunities and contributing to poverty eradication and shared prosperity;
- Mainstream SCP into sustainable development policies, programmes and strategies, as appropriate, including into poverty reduction strategies;
- Support capacity building and facilitate access to financial and technical assistance for developing countries, supporting the implementation of SCP activities at the regional, sub-regional and national levels;
- Serve as an information and knowledge platform on SCP to enable all stakeholders to share tools, initiatives and best practices, raising awareness and enhancing cooperation and development of new partnerships.

34. An approach by the 10YFP is to bring together actors, initiatives, expertise and resources to deliver SCP<sup>9</sup>. The substantive work of the Framework is carried out by and within its “Programmes” (see paragraph 37), which focus on relevant areas that were identified at the foundation of the Framework. These Programmes include initiatives and activities contributing to promote the shift to SCP patterns. They are at the core of

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<sup>6</sup> 10YFP Progress Brief 2016.

<sup>7</sup> United Nations: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5. June 2012

<sup>8</sup> 10YFP Secretariat: The 10-year framework of programmes on sustainable consumption and production. General Brochure. May 2017.

<sup>9</sup> 10YFP Secretariat: 10YFP Executive Meeting 17th of May 2017 – Paris, Meeting summary and recommendations. May 2017.

the 10YFP. There are currently 6 Programmes<sup>10</sup>. The multi-stakeholder nature of the 10YFP Programmes is illustrated by the composition of their network, wherein Governments, civil society, the business sector, academia and international organizations are well represented<sup>11</sup>.

## Organizational structure

35. The Organizational structure of the 10YFP comprises the following entities and elements<sup>12</sup>, as illustrated in the organizational chart shown in Annex F:

- Board;
- National focal points (NFP);
- Stakeholder focal points (SFP);
- Programmes including their own structures;
- United Nations inter-agency coordination group (IACG);
- Trust Fund;
- Secretariat.

36. Stakeholders represented in the aforementioned structure include governments, the private sector, civil society (NGOs), research centres and centres of SCP expertise, regional institutions including the European Commission, other UN agencies, the Regional Economic and Social Commissions, and international organizations, including UN agencies. At the government level, the main stakeholders are Ministries of Environment and National focal points (NFP) in countries are nominated to serve in this capacity<sup>13</sup>.

37. As of December 2016, the 10YFP network included 647 organisations, including 500 actors within the programmes, 129 NFPs, 36 SFPs and 21 members of the UN IACG. A Chart showing the number and distribution of governmental entities and other organisations engaged in the 10YFP and its Programmes is found in Annex G.

## The Programmes of the 10YFP

38. Six Programmes of the 10YFP, developed and launched in compliance with the criteria established in the 10YFP text adopted at Rio+20, are currently under implementation. They are:

- a) Sustainable Public Procurement Programme (SPP);

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<sup>10</sup> 10YFP Secretariat: The 10-year framework of programmes on sustainable consumption and production. General Brochure. May 2017. Also see <http://www.scpclearinghouse.org>.

<sup>11</sup> United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, paragraph 12. ECOSOC 2017 session. 10-19 July 2017. Agenda item 6. Distr. May 2017.

<sup>12</sup> Terminal Evaluation of the UN Environment Project : Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP), paragraph 37. March 2017.

<sup>13</sup> Terminal Evaluation of the UN Environment Project : Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP), paragraph 30.

- b) Consumer Information for SCP (CI-SCP);
  - c) Sustainable Tourism Programme (STP);
  - d) Sustainable Lifestyles and Education (SLE);
  - e) Sustainable Buildings and Construction (SBC);
  - f) Sustainable Food Systems (SFS).
39. Depending on demand from national governments, more programmes could be launched, taking into account scientific information on SCP priorities at the global, regional and national levels<sup>14</sup>.
40. The 10YFP Programmes contribute to further promoting and implementing SCP and encourage the involvement of governments, business, civil society and all relevant stakeholders to deliver SCP in an operational manner, on an increasing scale. They serve as “umbrellas” that bring together existing and/or develop new initiatives and partnerships. In addition, they contribute to meeting the goals and principles of the 10YFP responding to national and regional needs, priorities and circumstances, “using a mix of policy instruments and set clear objectives, activities and indicators of success”<sup>15</sup>. The multi-stakeholder nature of the Programmes is illustrated by the composition of their network, wherein Governments, civil society, the business sector, academia and international organizations are well represented.<sup>16</sup>
41. The Programmes are encouraged to build synergies and cooperation, leverage resources and scale up and replicate successful policies and best practices for SCP.
42. Each Programme has its own structure and organizational arrangement and has a lead and co-lead(s), a Multi-stakeholder Advisory Committee (MAC), coordinators and partners, as well as a Coordination Desk (CD). Annex H shows the structure of a 10YFP Programme<sup>17</sup>.
43. While the structure and organizational arrangements of the Programmes follow the same pattern, the approaches taken, and the functioning in the implementation and promotion of activities differ from one Programme to another. Key principles are being promoted in order to ensure a harmonised and consistent approach across the 10YFP on Programme portfolios, to bring together existing initiatives, to build synergies, and to leverage them towards common objectives<sup>18</sup>.
44. Results of a pilot reporting exercise which was carried out in 2016 show some types of 10YFP activities as found in Annex I.

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<sup>14</sup> Guidance document on programme development and implementation for the Ten Year Framework of Programmes on Sustainable Consumption and Production (10YFP): Criteria, structure and steps to develop and operationalize them. March 2014.

<sup>15</sup> United Nations: ECOSOC Substantive session of 2013 Item 13 (a) Geneva, 16-26 July 2013 Report by the Secretariat of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP), paragraph 28.

<sup>16</sup> United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2017 session, paragraph 12.

<sup>17</sup> Guidance document on programme development and implementation for the Ten Year Framework of Programmes on Sustainable Consumption and Production (10YFP): Criteria, structure and steps to develop and operationalize them. March 2014.

<sup>18</sup> 10YFP Secretariat 10YFP Network in Action: 10YFP Programme Portfolios: Key principles and approaches, November 2017.

## Monitoring and Evaluation; Progress reported

45. Until 2016, reporting progress under the 10YFP was essentially done through the Programmes. The reporting system has now been centralized through the SCP Clearinghouse. Users can have a visual idea of progress happening across the network through portfolios of activities in the Clearinghouse.. In addition, « Formal » reports which provide updates on progress of the 10YFP since its adoption in June 2012 have been elaborated on a regular basis, notably by the Secretariat, on behalf of the Board. Since the establishment of the Framework, annual progress reports have thus been produced. These regular reports include the following:
- Report by the Secretariat of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP), ECOSOC Substantive session of 2013;
  - Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC Substantive session of 2014;
  - Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2015 session;
  - Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2016 session;
  - Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2017 session.
46. Formal annual reporting is made in the context of presenting, within the relevant UN mechanisms, overviews on, and progress made by 10YFP to the High Level Political Forum (HLPF) which is convened under the auspices of the UN Economic and Social Council (ECOSOC). HLPF was called for by the Rio+20 Conference in its outcome document, “The future we want,” to follow up on the implementation of sustainable development. Consequently, the aforementioned annual reports have been submitted *« to share with Member States and stakeholders the activities of the framework and the latest developments, highlighting key outputs, challenges and opportunities »*.
47. Furthermore, in 2017, a dedicated informal brochure, entitled «10YFP Progress Brief 2016 » has been issued and it presents a comprehensive executive overview of the Framework highlights of 2016, including references to the process which led to the inclusion of SDG 12 and an introduction of the indicators of success which are highlighted in paragraph 50 below.
48. As referred to earlier in paragraph 23, an evaluation of an undertaking which aimed at supporting the implementation of 10YFP, the UN Environment Project: “Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP)”, was conducted between September and December 2016. The « Terminal Report » on this evaluation, released in March 2017 contains information on, and references to progress made by 10 YFP activities.

49. A major milestone in progress made was reached when a process supported by the Framework contributed to the inclusion of a standalone goal on SCP in the SDGs of the 2030 Agenda for Sustainable Development, with a dedicated target 12.1, already introduced in paragraph 6 above.
50. Monitoring and reporting on progress and on impacts are a challenge for the Framework, given its multiple levels of delivery. In 2016, a special effort has focused on the development of a Monitoring and Evaluation (M&E) framework to, inter alia, measure progress achieved by the 10YFP. It aims to support the 10YFP actors and other stakeholders working on SCP to (i) assess and improve performance to inform the planning of activities and allocation of funds; and (ii) report and demonstrate progress to show accountability towards all actors and donors, communicate results to the wider public, and mobilise political and financial support<sup>19</sup>.
51. The M&E framework essentially consists of indicators, the 10YFP indicators of success. Totalling sixteen, and closely aligned with the SDG's indicators, these indicators of success are intended to capture both operational progress of the 10YFP Programmes and the progress of governments to accelerate the shift towards SCP. The link between the indicators of 10YFP success and the SDGs are clearly identified, thus enabling 10YFP actors to show a quantifiable contribution to Agenda 2030, in addition to the direct involvement of the 10YFP in reporting on SDG target 12.1<sup>20</sup>. Countries would therefore be advised and encouraged to use these indicators when reporting on progress against the 2030 Agenda for Sustainable Development.
52. A pilot reporting exercise against the indicators of success was undertaken in January 2017, across the six Programmes, for the period 2013-2016. The results of this exercise were submitted as part of the official 10YFP reporting to the HLPF in preparation for its annual meeting in July 2017. Further review and development of the M&E framework and associated processes, including on-line reporting, are on-going and will contribute to achieve an improved reporting, and, above all, a measure of Framework impact. Most importantly for the very short term, the current on-line reporting will underpin the development of the report which will be submitted to the next meeting of HLPF, to take place in July 2018 on the theme "Transformation towards sustainable and resilient societies".
53. The initiation of the M&E framework represents a transformational step in the processes of monitoring and reporting on the 10YFP. The adoption of this framework, including notably the indicators of success has accelerated the establishment of solid foundations for defining and showcasing the 10YFP progress for the period 2013-2017 and beyond, which is a primary component of the mid-term review of the 10 YFP and which will feed into a major programming effort in 2017-2018 consisting of the elaboration of the 10YFP strategy for the period 2018-2022, another essential component of the review. Furthermore, the 10YFP indicator framework can serve as a tool to encourage the adoption of advanced SCP policies and instruments<sup>21</sup>.

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<sup>19</sup> Indicators of success for the 10-year framework of programmes on sustainable consumption and production patterns: principles, process and methodology, 2016.

<sup>20</sup> 10YFP Resource Mobilization Strategy, page 4.

<sup>21</sup> Shaping the economy of sustainable development: An overview of national policies and initiatives supporting the shift towards sustainable consumption and production, 2017.

## OVERALL PERFORMANCE OF THE 10YFP

54. The findings of the IER draw on lessons learnt from the aforementioned evaluation, “Evaluation of the UN Environment Project: Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP)” which was concluded in March 2017. This evaluation related to a specific European Commission-funded project to support the implementation of the 10YFP. It showed results achieved together with forward-looking recommendations.
  55. The founding paper of the 10YFP mandate and the 10YFP Programmes documents are ambitious documents. It would be extremely difficult to review results to date in relation to these documents. During the first five years, the 10YFP did not have a clear-cut strategy nor did it necessarily need to have one, SCP being an extremely broad agenda. The absence of such a “compass” represents a great limitation, as there was no common roadmap.
  56. The IER nowhere found an opinion or reference casting doubt or reservation regarding the relevance of the objectives of the 10YFP. There is an acknowledgement that the 10-year Framework “is one of the few concrete actions adopted in the Rio+20 conference”. It constitutes a unique international network focusing on promoting ideas and action on the complex domain of the shift to SCP. It is appreciated as a convener, broker, facilitator and implementer of multi-stakeholder partnerships in support of this shift and is found able to accommodate a range of capabilities in terms of human and institutional resources that share that purpose.
  57. The on-line survey, which was conducted within the IER, was completed by 128 partners. While this amount of responses, weighing up all considerations, would appear to be somewhat satisfactory, and anyway beyond expectations, and allows us to draw some general conclusions on the level of interest and engagement of partners in the 10YFP, attention should be drawn to the fact that these responses might suffer from a potential selection bias. Indeed, since the survey was an exercise open to the willing, some who chose to respond to it, beyond those partners who are obviously active ones, might have been the ones that are somewhat willing but not fully engaged, or the ones that are interested but are concerned about the overall performance or resenting some dissatisfaction. Therefore the sample of surveyed partners may not be representative of the general population of partners. However, the fact that the one-to-one interviews conducted by the IER gave rise to results and levels of satisfaction that are somewhat similar to the ones obtained in the survey generally strengthens the robustness and the credibility of the survey results. Furthermore, the survey and interview results are supplemented by, and somewhat in consonance with documentation consulted.
  58. Figure 2 shows the number of responses to the 10YFP on-line midterm survey, based on role within the 10YFP. Across the top of the chart the total number of stakeholders
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by group is shown, and then the bars on the chart show how many of these stakeholders responded from each group, and how many did not from each group.

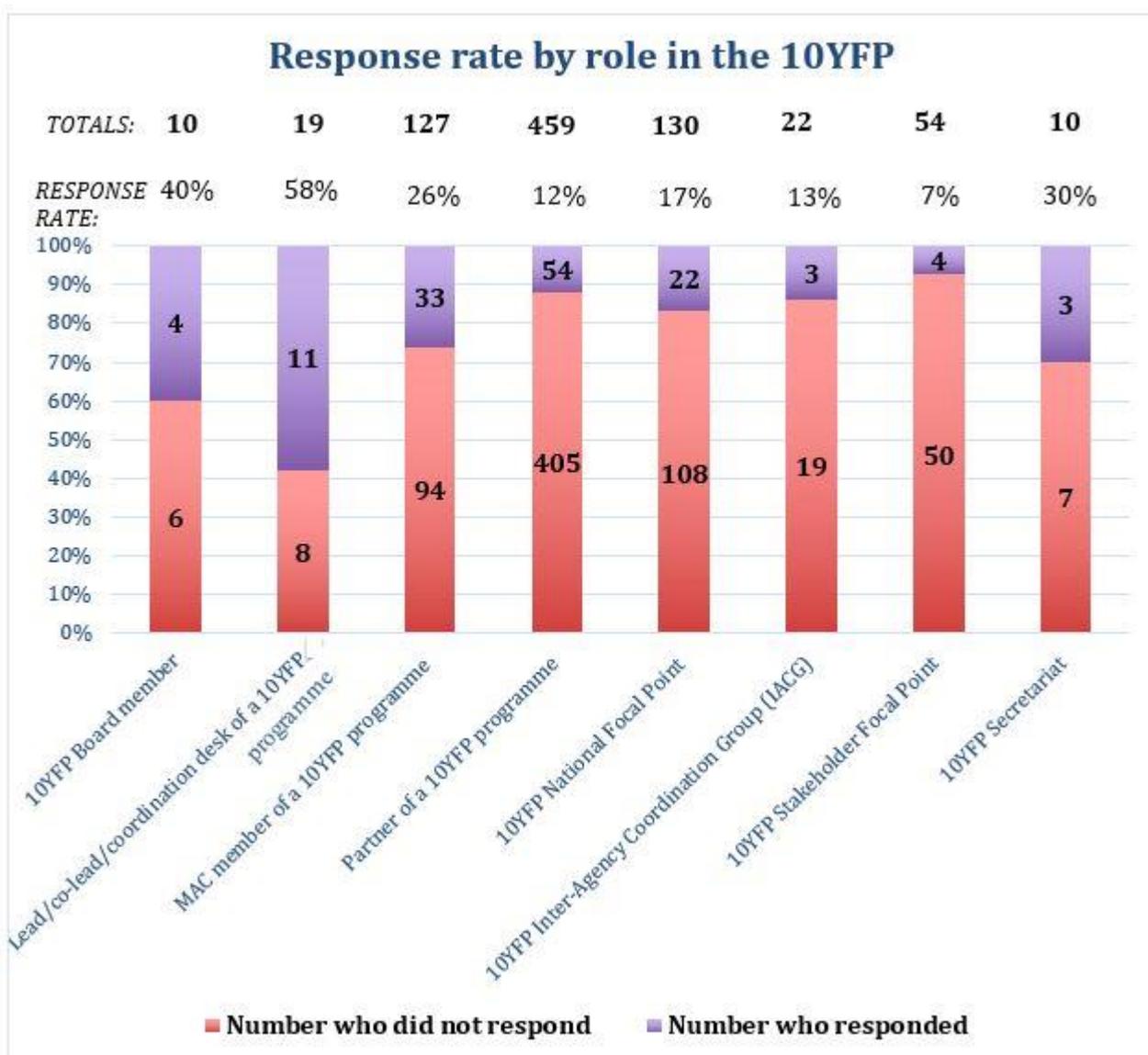


Figure 2. Distribution of respondents to the on-line survey by role

59. In response to the questions in the on-line survey pertaining to the extent to which partners feel the 10YFP is doing with regards to accomplishing objectives, the average level of satisfaction of respondents falls between 4.7 and 6.8 on a scale of 0 to 10, depending on the objective considered. The objective of the 10YFP that partners are most satisfied with (with a grade of 6.8) is the objective to serve as a platform of information and knowledge regarding SCP, while the objective with the lowest average grade (4.7) is unsurprisingly the most ambitious one, the objective of contributing to resource efficiency and decoupling economic growth from environmental degradation and resource use, while creating decent job and economic opportunities and contributing to poverty eradication and shared prosperity. Figure 3 shows, on a scale

from 0 to 10, how do respondents to the on-line survey think 10YFP is doing with regards to accomplishing objectives as laid out in the Rio+20.

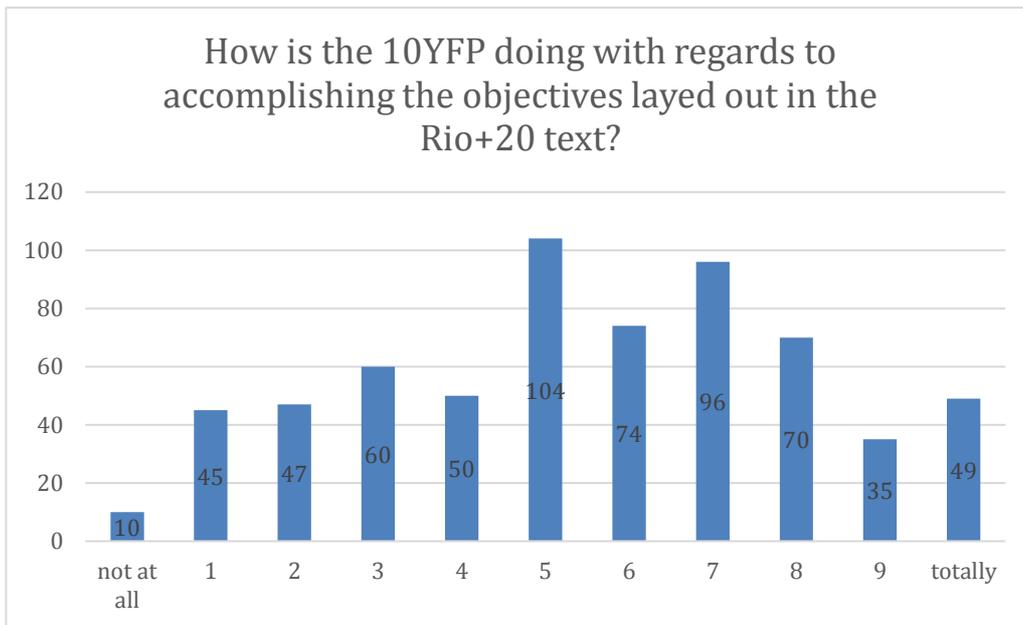


Figure 3. How the 10YFP is doing with regards to accomplishing objectives

60. Partners responding to the survey are generally somewhat benefitting from the Framework. As shown in Figure 4, respondents indicated that their level of benefit from the 10YFP is on average at 5.1, with a similar amount of responses above and below this level.

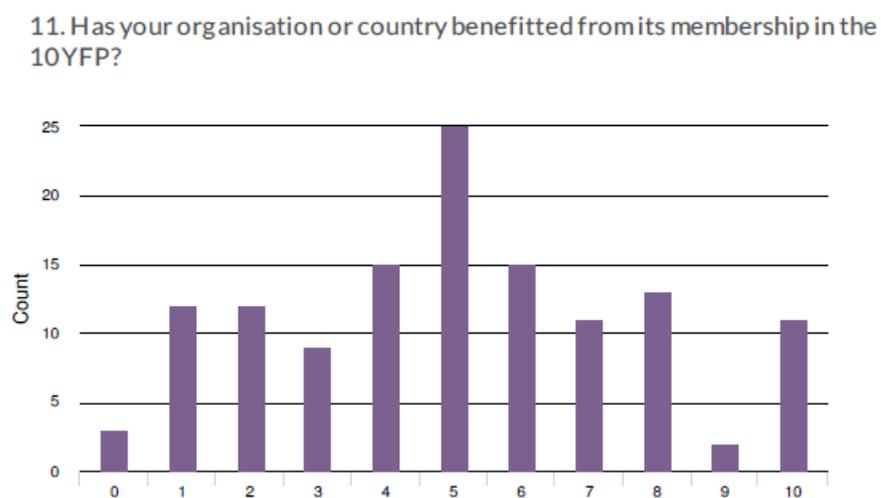


Figure 4. Level of benefit from 10YFP

61. According to the survey, the level of participation of partners to the 10YFP is dispersed

almost evenly among the spectrum from 1 to 10, which suggests highly heterogeneous degrees of participation and involvement in the 10YFP from one partner to another (Figure 5). There is clearly a need to stimulate further participation. About one third of the 10YFP Partners do not seem to be engaged at all.

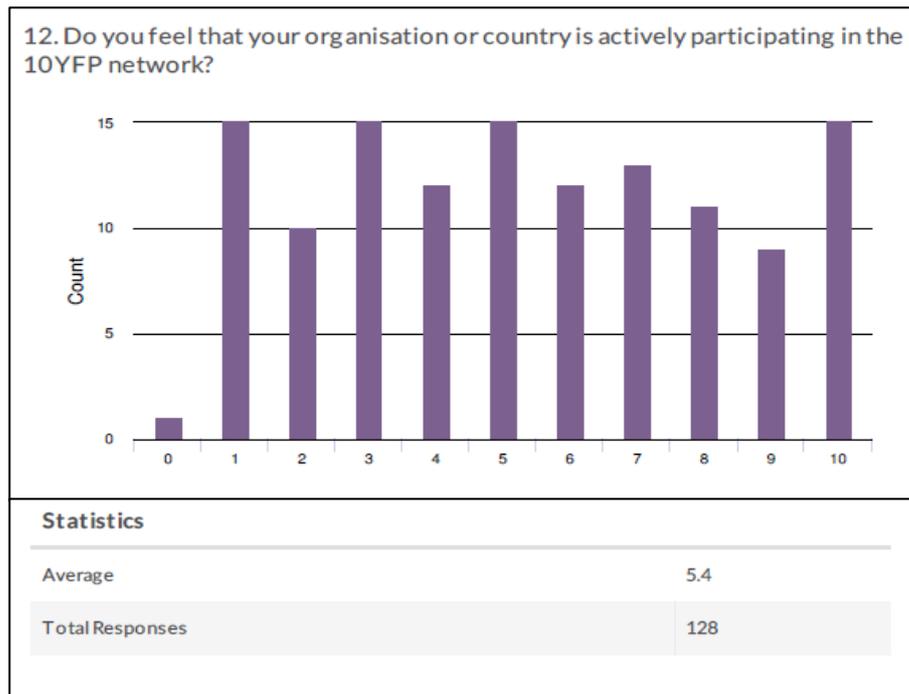


Figure 5. Participation of partners in the 10YFP

62. The governance of 10YFP seems to be serving the essence. It would nevertheless require adjustments as it receives an average degree of satisfaction by respondents to the on-line survey (Figure 6).

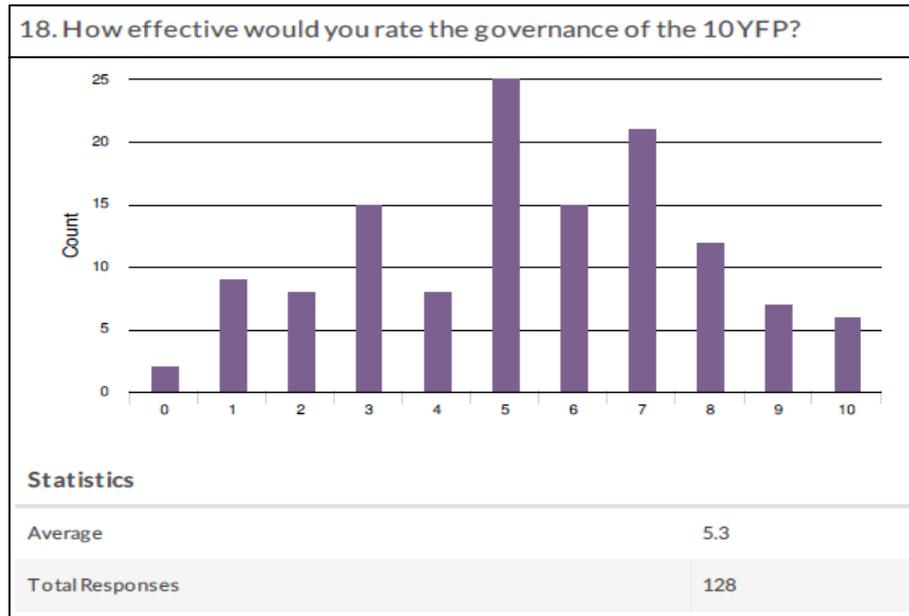


Figure 6. Opinion on Governance

63. In the light of the above, average satisfaction is perceived with the extent to which the movement/momentum generated by the Framework towards accomplishment of objectives is occurring. It would nevertheless be fair to conclude that, as it exits from its mid-term point and enters into its second half period, the 10YFP is recognized by a number of stakeholders involved as a useful important global platform, which has developed a broad network and has garnered good will and appreciation amongst active stakeholders involved in it. It is monitoring and contributing to important discussions and developments regarding SCP.

- While it took time to the 10YFP to get really established and operational, overall, the IER found that progress made by the 10YFP towards its objectives is acknowledged and recognized. Accomplishments exist, also responding to needs and demands from countries and regions: Highlights on accomplishments: a variety of Outputs of the six 10YFP Programmes, reported based on the development of a set of key indicators that guide and measure the collective SCP impact policies and actions worldwide; opportunities exist for networking, knowledge sharing, providing and obtaining technical assistance; capacities built; awareness on SCP raised; a knowledge base built; policies and initiatives related to SCP led by governments and public institutions in several places; national and regional initiatives; an array of tools and events; the SCP Clearinghouse, the knowledge management platform of the Framework, is consulted, used and serving the Framework, it currently has 3,891 members, 424 initiatives and 438 resources. The 10YFP Secretariat provides the following distribution with regards

to the 3891 members enlisted : Business - 573 ; Civil Society - 934 ; Government - 807; Scientific / Technical - 778 ; UN / Intergovernmental Organizations - 341 ; Other - 500.

## 10YFP PROGRAMMES IMPLEMENTATION

64. The 10YFP Programmes are providing open, inclusive and collaborative platforms in which stakeholders from all sectors of society and all regions can work together to achieve shared objectives while contributing to the overarching goals of the Framework. Inclusive and action-oriented, the Programmes aim at: building synergies and cooperation; bringing together scattered information on and for SCP through existing initiatives, partnerships and networks; scaling up and replicating successful policies and best practices for SCP; and generating and supporting new projects and activities on SCP in response to regional and national priorities and needs, as they emerge<sup>22</sup>.
65. A guidance on programme development and implementation foresees that each Programme should have established « clear objectives, implementation process, deliverables and measures of success »<sup>23,24</sup>. It would be highly desirable for each Programme to regularly ascertain if such a criteria is met. More clarity would be needed regarding the "what", the « how » and the « why » the partners in a given Programme should be engaged in.
66. Extensive information on each of the 10YFP programmes and other activities are found on the Global SCP Clearinghouse, which, as aforementioned, serves as the 10YFP information hub and is the main knowledge sharing and implementation-oriented web platform of the Framework. A Portfolio of Work has been designed as a tool for Programme actors to include new and on-going initiatives and activities under the umbrella of the Programme, given their potential to contribute to its overall goal and specific objectives. The Portfolio aims to increase the visibility of initiatives and activities at the international level as well as to boost synergies and collective action among the programme Actors while advancing the implementation of the different Programme Work Areas<sup>25</sup>. Annex J shows Programmes objectives found in the original document of each Programme together with results that were highlighted for each Programme in the progress report which was produced for the ECOSOC, HLPF 2017 session.
67. 10YFP Programmes are at varying stages of development and implementation. The performance of Programmes differs from one Programme to another, depending on the

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<sup>22</sup> 10YFP Secretariat - 10-Year Framework of Programmes on Sustainable Consumption and Production – A TOOLKIT for National Focal Points, an introduction to the Toolkit, p.6, 2017.

<sup>23</sup> United Nations: ECOSOC Substantive session of 2013 Item 13 (a) Geneva, 16-26 July 2013 Report by the Secretariat of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP), paragraph 35.

<sup>24</sup> Guidance document on programme development and implementation for the Ten Year Framework of Programmes on Sustainable Consumption and Production (10YFP): Criteria, structure and steps to develop and operationalize them. March 2014.

<sup>25</sup> SCP Clearinghouse.

respective thematic area, leadership, partner composition and programme age. “A key challenge of the Programmes is the multitude and variety of stakeholders within each of them and the different economic, social, political and cultural realities in different regions and countries ». Clearly, Programmes should ensure that visibility and benefits are highlighted for Partners involved. The IER was advised that individual 10YFP Programmes need to have closer relations with NFPs which may enable them to get involved in national policy discussions. They should also develop interactions with strategic sectors including finance and industry. In many instances, Programme networks themselves are not widely recognised beyond participating partners. Finally, it is sometimes felt that Programmes may be trying to do too much along too many themes, and are therefore becoming unfocused.

68. It is obviously not the intention of the IER to offer any assessment of the performance of individual 10YFP Programmes. Each of them may be regarded as a good platform for information sharing, networking, knowledge hub. Some of the Programmes have performed a catalytic role, made identifiable achievements or laid notable ground work. The IER has been reminded that it must be noted that the establishment of the 10YFP Programmes has been extremely resource intensive. This has meant that most Programmes became operational as late as between mid-2015 and mid-2016 thus limiting the time in which notable results may be achieved. It would belong to Programme partners to attempt to gradually reach a coherent measure of the results of their activities and, depending on circumstances and opportunities, to carry out some sort of evaluation of their performance.
69. Guidance principles regarding programme development and implementation underlie that the Programmes are encouraged to build cooperation transversally, identifying areas for cooperation and synergies, in order to ensure a bigger collective impact and lifecycle thinking. At present, this seems to be somewhat lacking. Existing initiatives and best practices may serve as means to collaborate across Programmes. Likewise, all Programmes could support each other on areas such as indicators and research necessary for a holistic approach to achieving SCP, based on lifecycle analysis. Such a mutual support is not found. The IER nevertheless noted that collaboration between Programmes has been established, in some instances, through joint working groups and/or joint projects. “Building on such collaboration, a key challenge to be addressed by the 10-year framework will be to ensure that implementation of the programmes, as well as the implementation activities of global, regional and national actors, are not confined within silos but are connected and consolidated<sup>26</sup>”.
70. The scientific knowledge behind SCP must continue to provide a strong foundation for action within the 10YFP and its Programmes. Scientific reports and papers should be used to provide science-based evidence of the timeliness, opportunities and merits of initiatives related to SCP, also drawing on the competence of the International Resource Panel (IRP). Current initiatives such as the definition of the SCP impact Indicators and the “Hotspot” analysis, which associate the IRP and scientific institutes go into this direction and are a good illustration.

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<sup>26</sup> United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2017 session, paragraph 105.

71. It would be fair to remark that ingredients for good Programme performance would lay in (i) a committed and competent partnership and leadership within the Programme, (ii) a wise outreach and communication strategy, and (iii) approaches interacting with, and reaching out to policy, business and industry environments, to the private sector, to other global drives including climate change, biodiversity, circular economy, etc. When such ingredients are combined and interlinked, Programmes, and the 10YFP as a whole, may be in a position to get promising opportunities.

## GOVERNANCE OF THE 10YFP

72. Despite their complexity and inherent administrative burdens the governance and organizational arrangements of the 10YFP are functioning and somewhat serving the essence. There may nevertheless be a need to adapt the structure and modalities of operations to reflect the changes which occurred since the creation of the Framework. The 10YFP has grown dramatically from a handful of stakeholders at its start to more than 600 actors at present. Frustration may be felt with respect to hurdles sometimes encountered in having timely and swift processing of the work due to “bureaucracy”. To address a few systemic issues inherent to a rather complex platform like the 10YFP would bring more role clarity among the different entities. Any possible review of organizational arrangements which could lead to smoother processing of work will be most welcome.

73. Light and innovative adjustments in the organization of the 10YFP should be explored so as to maximize flexibility. These adjustments will be best devised by the Governing bodies and the Secretariat together. Some of the following amendments to the current functioning may be considered:

- The Programmes should have their own resource mobilization strategy, adopting clever reorganization and approaches to that effect.
- Programme stakeholders, who feel the need for it, would gain by exploring a more lean structure and a smooth mode of functioning.
- Programmes should be encouraged to create informal networks; for example, they may be able to keep the same efficiency while reducing the membership of the MACs.
- Now that the programmes are established and are under implementation, it may be appropriate to integrate most actors within Programmes. For example, “Stakeholders Focal Points” (SFP) would be invited to become actors in the Programmes without a need to have them as a separate entity.
- Empowered and “free” Programmes would also lead the Secretariat to shift its focus essentially, if not merely, on its core functions, namely supporting and facilitating the implementation efforts of Programme actors, in conformity with the Secretariat’s work plan 2016-2017<sup>27</sup>.
- The role and functioning of the UN Inter-Agency Coordination Group should be reviewed so that they become more active and engaged and that respective institutions integrate SCP in agencies work.
- An in-depth and comprehensive review of the Trust Fund and processes inherent to it would be timely and highly desirable.

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<sup>27</sup> 10YFP Secretariat-work plan 2016-2017.

74. The evaluation which was conducted in 2016 had concluded that “the network of National Focal Points has not been capacitated nor used to any significant degree”. Capacities of the National Focal Points should be strengthened so that they become the cornerstone of the activities of the Programmes at national and regional level. To have a robust network of NFPs must be at the heart of Programmes implementation, in particular in view of the outlook stemming from the adoption of SDG 12. In this vein, Programmes must ensure that they provide guidance and offer tools on SCP national action plans.
75. The 10YFP must explore ways and means to achieve the closest possible cooperation with the United Nations Development Assistance Framework (UNDAF) and with the UN Country Teams. To this effect, a first step could be to select, country by country, the UN Resident entity with most stake in the 10YFP and encourage the relevant Programme CD to engage with that entity.
76. There is a strong consensus on the need to strengthen and simplify 10YFP communication and to tailor the language so as to engage a variety of stakeholders, notably the private sector. Efforts which are currently deployed to that effect must be pursued and encouraged.

## **THE OUTLOOK AND OPPORTUNITIES FOR THE 10YFP**

77. The 10YFP has a mandate, renewed and enhanced further with the adoption of SDG 12 on “ensuring SCP patterns”. It has consequently a strong socio-political sustainability<sup>28</sup>. The implementation of the Framework is the first target set by the Heads of State under SDG 12, a unique case in the entire 2030 Agenda for Sustainable Development. In addition, SCP is recognised as a cross-cutting issue and reflected also in relation to a number of other Goals, such as on energy and food. This offers an important opportunity and, at the same time, represents a challenge for the Framework to serve as an essential mechanism for the implementation of relevant aspects of the Agenda<sup>29</sup>. By so doing, the Framework would address the fact that SDG 12 is “the least well-resourced of all SDGs” and capitalize on the opportunity that SCP « are areas where new norms and standards are likely to emerge in the coming years, and there could be an important role for the UN system » including 10YFP to play. The 10YFP therefore needs to use its six Programmes as accelerators and connectors for achieving SCP and must make some strategic considerations as to how it will succeed to build swiftly the evidence that it is capable to deliver in that environment. In that context, the current emerging efforts within the 10YFP community, including the 10YFP Programmes and organizational entities, to align with the SDGs, must be pursued and enhanced.
78. The 10YFP, notably its Programmes must show capabilities to help scale up and

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<sup>28</sup> Terminal Evaluation of the UN Environment Project : Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP). March 2017.

<sup>29</sup> United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2016 session, paragraph 10.

replicate successful policies and best practices for SCP, while at the same time foster reducing fragmentation in initiatives. They must develop or refine the value proposition that the Framework can offer. Furthermore, implementing the 10YFP Programmes at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development or the achievement of Goal 12 and other inter-linked SDG targets<sup>30</sup>. The ensuing link with SDGs, at the national level, will enable the Framework to get connected with various relevant Ministries, beyond the mere Ministry of Environment, as is the case for many countries.

## **FINDINGS AND RECOMMENDATIONS OF THE INDEPENDENT EXTERNAL REVIEW**

79. The Independent External Review provides the following findings and, in light of these findings, makes the subsequent recommendations:

### **STRENGTHS**

- The 10YFP is a structured platform, in place, developing action for promoting SCP; it has a real potential to make transformation in this domain, provided it succeeds in strategizing and accelerating its interventions.
- The relevance of the 10YFP and of its objectives are recognized and acknowledged by stakeholders involved.
- The 10YFP has a mandate, renewed and enhanced further with SDG 12 on SCP patterns. SDGs' Target 12.1 is to "implement 10YFP". The 10YFP has consequently a strong socio-political sustainability.
- Stakeholders involved indicate that they maintain interest in the 10YFP.
- Six Programmes have been launched in six different areas and are in place, in line with the founding document adopted at Rio +20 in Brazil in 2012. They offer tools and best practices to Governments and other stakeholders to support the shift to SCP at national level. Some Programmes are getting tangible results; others may need time to yield. For instance, the impact of some activities focusing on awareness-raising would not necessarily be apparent before a significant duration.
- The 10YFP Programmes are establishing portfolios of initiatives which offer a set of solutions and best practices. They have the potential to stimulate and carry out tangible actions on the ground aiming at scaling up and replicating the shift to SCP.

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<sup>30</sup> Terminal Evaluation of the UN Environment Project : Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP), page 11. March 2017.

- An external evaluation has concluded in early 2017 that, through the six Programmes, the 10YFP has developed partnerships and synergies with relevant projects and institutions.
- Accomplishments exist, also responding to needs and demands from countries and regions. Highlights on accomplishments: a variety of outputs of the six 10YFP Programmes, reported based on the development of a set of key indicators that guide and measure the collective SCP impact policies and actions worldwide; opportunities exist for networking, knowledge sharing, providing and obtaining technical assistance; capacities built; awareness on SCP raised; a knowledge base built; policies and initiatives related to SCP led by governments and public institutions in several places; national and regional initiatives; an array of tools and events; the SCP Clearinghouse, the knowledge management platform of the Framework, is consulted, used and serving the Framework, it currently has 3,891 members, 424 initiatives and 438 resources.
- International networking capacity: The 10 YFP is a multistakeholder platform, a network and a “community” which bring together diverse multidisciplinary actors from different regions and affiliations to work together, along with their respective initiatives, expertise and resources, towards a far more ambitious goal of promoting and developing ideas, approaches and actions on the complex shift to SCP.
- 10YFP has a potential to link better with, and contribute further to global drives including the Paris Climate Agreement, the New Urban Agenda; and other communities of practice such as those on Biodiversity; Circular Economy; Green Economy, etc.
- The 10YFP is in line with strategic priorities of countries and institutions, including the European Commission and UN Environment.
- The SCP Clearinghouse, the knowledge management platform of the Framework, is consulted, used and serving a community of nearly 4000 members. The 10YFP programmes control their own hubs from which they inform, can organize and showcase their growing portfolios of activities. The 10YFP reporting has been streamlined into the platform.
- 10YFP governance structure is functioning, serving the essence, despite its complexity and inherent administrative burdens.
- Fast growth in partnership is observed over the last three years where collaboration and interaction take place.
- The 10YFP is a UN-wide initiative, with its secretariat in a United Nations entity. This provides it with a convening power, institutional strength, legitimacy, constituency-based oversight and accountability, as well as political neutrality.
- A Monitoring and Evaluation framework is in place to guide and measure, in a participatory way, the collective impact in the shift to SCP patterns worldwide, including Indicators of Success. It supports the 10YFP actors and other stakeholders

working on SCP to report, show progress and mobilise support. In this vein, effective and operational indicators of success for the Framework and for the shift to SCP were identified and piloted.

- Actors in the governing entities of the 10YFP and its Programmes show commitment, including Programmes Leads, co-Leads and Coordination Desks. The external evaluation carried out in 2016/2017 concluded that there is an efficient Secretariat.

## CHALLENGES

- The 10YFP is not yet able to adequately demonstrate results that show a tangible shift towards SCP as a consequence of its action. It is called to show more thorough evidence to governments, to the business community and to the general public that it is yielding tangible outcomes.
- The 10YFP needs to be more active, organized and strategic in utilizing potential opportunities for mobilizing interest and support to it and developing common agendas with donors, countries and development organizations.
- The 10YFP must mobilize enough political will that will trigger more impetus.
- The 10YFP must swiftly develop and pursue a strategy to engage the private sector, SMEs and industry.
- The 10YFP is dramatically resource constrained.
- The 10YFP is not yet succeeding in communicating its comparative advantages.
- The 10YFP is not succeeding in mapping out its numerous fragmented outputs at outcome level.
- Short and near-term objectives, namely strategic ones, with milestones, are not obvious.
- The 10YFP Programmes should set a clearer strategy, taking into consideration the means available and the capacities of partner organizations.
- The 10YFP community is still a small one compared to global SCP players. Its network is not widely recognised beyond actors participating in it.
- National initiatives in the context of the Programmes and their links with national SCP policies are missing or not showcased.
- Links with global processes like climate change, biodiversity, resource efficiency are not yet established in an optimal and strategic way.
- Ties between the various 10YFP entities are weak if not disconnected.

- Rather complex governance: Bureaucracy in the functioning of the 10YFP and constraints inherent to processes and control including UN processes are perceived by some to be limiting the potential of the Framework and therefore may be having a demotivating effect, they should be further addressed and alleviated; Political, outreach and high-level mobilization impacts expected from the Board are sub-optimal; The participation of actors in Programmes and of National Focal Points (NFP) varies greatly from Programme to Programme and country to country in terms of activity, with some lying dormant; Except through their participation within the Programmes, the networking between National Focal Points is weak if not inexistent; Despite existence of clear terms of reference, the division of labour and the observance of respective roles and responsibilities among the 10YFP entities and players are not always clear; Programmes seem to be often working in silos with little inter-Programme collaboration; Programmes structure and functioning could be further simplified.
- Deeper collaboration should be sought with UN Environment and UN programmes working in similar areas, as well as with prominent intergovernmental and international partners and supporting organizations such as the European Commission and others.
- About one third of the 10YFP Partners do not seem to be engaged at all.
- A comprehensive review of the Trust Fund is necessary.
- While a significant improvement is observed in 2017, the formal reporting process on the 10YFP early years, namely in the reports to ECOSOC, was sub-optimal.
- Communication regarding the 10YFP and its terminology must be tailored strategically, creating a new language for visibility.

## OPPORTUNITIES

- The relevance of SCP is on the rise with the adoption of the SDGs, and the 10YFP has a renewed mandate with SDG 12 and other inter-linked SDG targets, as well as through SDGs' target 12.1 exclusively consisting of "implementing" the Framework. The 10YFP partnership must advocate vis-à-vis countries that to implement the 10YFP and hence achieve this target (mainstreaming SCP) at a national level is a way to contribute to the achievement of national objectives/international obligations in terms of sustainable development and of the achievement of Goal 12 and other inter-linked SDG targets.
- SDG 12 related to SCP, "where new norms and standards are likely to emerge in the coming years, and there could be an important role for the UN system to play" is the least well-resourced of all SDGs. Capitalize on dedicated SDG targets for fundraising efforts.
- Opportunities must be found to link SCP and the 10YFP with the Paris Climate Agreement, 2030 Agenda and other key agendas such as biodiversity, urban agenda, circular economy.
- The Programmes hopefully engaging the broader partnership: Private Sector, NGOs,

Parliamentarians, Local communities, Research Institutes. The outlook of particularly triggering partnership with, more interest and action from the private sector is an opportunity.

- 10YFP Programmes as unique enablers to build a larger network of collaboration. Implemented individually or through cross-cutting activities, these Programmes can become a platform or the glue for co-operative transformational actions with regards to SCP.
- Showcase more benefits emerging from 10YFP Programmes in key areas such as agriculture, food security, tourism, construction.
- Potential is real for deeper collaboration between 10YFP and UN Environment and UN programmes working in similar areas, building on what other organisations and actors are already doing on SCP.
- Capitalize more on the recently developed monitoring and evaluation framework with more quantifiable objectives, thus demonstrating progress and impacts, through the 10YFP indicators of success.
- The review of SDG 12 at HLPF 2018 may be an optimal platform to raise visibility of the 10YFP in the context of its mid-term review and new strategy.
- Increase the visibility of the 10YFP at relevant events (e.g. World Economic Forum, Global Compact, HLPF business events).
- Use the 5-year strategy for the period 2018-2022, as it may hopefully align all stakeholders to the same objectives and strategic priorities.
- Bring more scientific evidence in support of SCP-related initiatives by using more the International Resource Panel and other relevant scientific and expert groups.

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## RECOMMENDATIONS

- The culture underlying the entire 10YFP community should move to one of “Commitment”. The Framework is conceived and should be regarded as a network of communities of practice and implementation partnerships collaborating to promote the shift to SCP. All the partners, including countries, are invited to be engaged and contribute.
- The 10YFP community should launch and engage in an all-out campaign raising the profile of the Framework by advocating including vis-à-vis countries that a strengthened 10YFP platform can advance SDG 12 at the national and global level. The Framework, mainstreaming SCP at a national level, is a way to contribute to the achievement of national objectives/international obligations on sustainable development and to the achievement of Goal 12 and other inter-linked SDG targets.

Optimal use of the HLPF process should be made and the opportunity offered by the in-depth review of SDG 12 at HLPF, as well as national voluntary reviews on SDGs may serve to raise the profile of the 10YFP.

- Using the opportunity offered by the on-going process for the adoption of the 5-year strategy for the period 2018-2022, the scope of 10YFP needs to be better defined. The process should lead to a clear strategy with focus, targets and expected outcomes, with indicators to track and evaluate the progress. It will also be necessary that the six Programmes acquire a clearer vision and become more strategic in nature and focus, and specifically become the primary vectors for the contribution of the 10YFP to SDG 12 and other related SDGs.
- The 10YFP Programmes must have a clearer vision of the “game changer” that they can realistically take forward, capitalizing on the products produced by partner organizations, identifying best practices and replicating them, and defining one or more strategic high level products to develop collaboratively.
- While increasing the commitment of existing partners, the 10YFP must seek and build the strategically most important partnerships and synergies; Programmes must strive to convince the broader world community, engage and activate networks who can reach out: Ministries, investors, donors, Parliamentarians, cities, industry, finance, NGOs.
- The 5-year strategy for the period 2018-2022 and its implementation must be underpinned by a theory of change which will help provide assurances that Programmes are delivering the right outcome and that the 10YFP is worthy of support and investment.
- 10YFP Programmes must strategically identify and engage the stakeholders they want to reach.
- A guidance on programme development and implementation foresees that each Programme should have established « clear objectives, implementation process, deliverables and measures of success ». It would be highly desirable for each Programme to regularly ascertain if such criteria are met.
- The 10YFP is dramatically resource constrained. Whereas the Programme actors take an active role in mobilising resources and in making the case for SCP, it would be expected that Member States, and others in a position to do so, mobilize contributions to support the 10YFP Trust Fund as a means of implementation of SCP and SDG 12. Furthermore the implementation of the 10YFP Resource Mobilization Strategy will be most welcome.
- Collaborative arrangements with the private sector stakeholders should be vigorously and strategically explored and established by the 10YFP entities, namely Programmes. Aspects to be further developed in order to meet private sector needs must be identified, notably by demonstrating the economic case, and return on investment generated by the shift to SCP patterns. Pragmatic illustrations supporting such cases and investment should be developed and offered. Similar effort is needed with respect to financial and development institutions.

- 10YFP governing and organizational entities must look, on a case-by-case basis, into the present conditions of each Programme so as to identify ways and means to support its smooth operations.
- Programme leads and entities must strike a correct balance between the framework's global mandate and function as catalyser, stimulator and enabler upstream, and the need for implementing action at the regional and national level and responding to national needs and priorities. It would belong to each Programme to find its way in this respect.
- The 10YFP should be linked to the national level because SDGs are geared to the national level. Therefore, Programmes initiatives and activities should be conducive to the development of action at the national level and should stimulate the creation of regional or sub-regional collaboration. More use must be made of the NFPs as change agents, as they represent an efficient implementation mechanism and as they constitute an effective modus of delivery for the Programmes. A genuine and sustained effort must be deployed by the Programmes as well as by the Board and the secretariat to help empower and activate NFPs. This should in particular be done for countries with limited capacity, perhaps through a dedicated effort including an institutional support initiative. This will contribute to an increased sense of local ownership. To that effect, possible use of UN Development Assistance Framework and UN Country Teams (UNCT) may be explored, including with the purpose of obtaining inter-ministerial exchanges and not confining the responsibilities to a single Ministry such as the Ministry of Environment. As a first step, a dialogue must be arranged within selected countries by NFPs, in liaison with relevant 10YFP entities and UNCTs, between an inter-ministerial authority and the 10YFP key actors aiming at making the case for the multisectoral natural and advantages of the Framework.
- It is recommended to develop innovative cooperative initiatives among two or more of the six Programmes that could lead to synergies and form the basis for continued inter-Programme joint activities. Collaboration between the Programmes may be enhanced around cross-cutting topics which could be identified by the Strategy task Force and/or among Programmes.
- Create further conditions of assisting/motivating Partners, who at present are not participating or active in any Programme, to engage.
- Set up opportunities for different entities and Partners of the 10YFP, including NFPs, to network, to interact, exchange and, whenever possible and feasible, get together face to face.
- Link further to other mainstream and global drives including the climate agenda, biodiversity, urban agenda, circular economy and other related initiatives.
- Use and enhance science-based evidence of the timeliness, opportunities and merits of initiatives and good practices related to SCP, also drawing on the competence of the International Resource Panel (IRP). Initiatives such as the definition of the SCP impact Indicators and the "Hotspot" analysis, which associate the IRP and scientific institutes go into this direction and are welcome. Opportunities for innovation and for contributing to the development of innovative approaches should be sought and highlighted.

- Review, update and simplify the guidelines and rules of engagement for diverse stakeholders involved in the Framework, as well as the functions of the Secretariat so as to always have in place clear definition of purposes, determination of roles, assignment of roles, division of labour and modalities of intervention for the components of the Framework's « community ».
- Guidelines and rules of engagement for diverse stakeholders in the 10YFP are in place and offer a fair definition of roles and responsibilities. In order to improve efficiency, it is desirable to explore light and innovative adjustments to the existing organizational arrangements and functioning, and to the lines of communication between Framework entities, through “alternative arrangements” that could facilitate the “flows” and communication and alleviate hurdles in procedures, not changing the underlying fundamental principles. For example, while creating further conditions to alleviate tasks falling de facto on the Secretariat so that they focus on their core functions and on a facilitating and supporting role, it would be appropriate that Programmes acquire more autonomy and flexibility in their functioning and lighten their organizational structure. For instance, reducing the membership of the MACs and delegating more to the co-leads may be a step in that direction.
- “Champions” from within the 10YFP community and from VIPs circles could be identified and incentivized to help mobilize policy and public interest in, and support for, the purposes of the Framework. The profile of the Board may be heightened by including in its membership high-level political engagement and private sector representation.
- It seems desirable and opportune that an in-depth and comprehensive review of the Trust Fund be made. This review should address the relevance of the Fund, its purposes, its possible replenishment and functioning.
- Processes for monitoring and reporting are important to assess performance, demonstrate progress and guide prioritization and planning, provided reporting requirements are not duplicated or otherwise burdensome. More efforts need to go into making the recently established Monitoring and Evaluation framework attractive and motivating partners to adopt it and report according to the indicators of success which should ideally match the SDG 12 targets reporting. In the same vein, while giving priority to an enhanced Monitoring and Evaluation framework, it could be desirable that, occasionally and depending on availability of resources, Programmes carry out an evaluation of their activities to provide robust evidence of performance.
- The 10YFP should elaborate a communication strategy, with policy, tools and materials, which permeates the overall 2018-2022 strategy and its implementation. Programmes are called upon to find the right messaging and tailoring of language, with a view to marketing themselves. The inclusion of a communication professional in the composition of the Programmes may be considered. Each Programme could release an annual magazine.
- A more strategic design of SCP Clearinghouse should make it more user-friendly, attractive and coherent, and make it become a sharing space, widely used by all relevant

stakeholders. Programmes must be encouraged to connect appropriately to the Clearinghouse. Partners must be incentivized to really feed into the Clearinghouse.

- The role and functioning of the UN Inter-Agency Coordination Group (IACG) should be reviewed so that they become more active and engaged and that respective institutions integrate SCP in agencies work. Agencies' Chief Executives may be advised by corresponding IACG members to devote a special in-House consultation on integrating SCP and to trigger a corresponding discussion on Agency Governing Bodies' meetings agendas.

## **INPUTS TO THE 5-YEAR STRATEGY OF THE 10YFP FOR THE PERIOD 2018-2022**

80. The aforementioned findings and recommendations of the IER are expected to inform the on-going process regarding the preparation of the 5-year strategy for the period 2018-2022. In addition, the IER also offers to the Task Force in charge of the preparation of the Strategy the elements found in Annex K.

## ANNEXES

### ANNEX A – List of documents examined

The Future we want - Outcome document of the United Nations Conference on Sustainable Development, Rio de Janeiro, Brazil, 20–22 June 2012

United Nations: Rio+20 UN Conference on Sustainable Development – Letter dated 18 June 2012 from the Permanent Representative of Brazil to the United Nations addressed to the Secretary-General of the United Nations Conference on Sustainable Development A/Conf.216/5. June 2012

Terminal Evaluation of the UN Environment Project : Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the Implementation of the 10 Year Framework of Programmes on SCP (10YFP), para 30. March 2017

Revised UNEP Project Document Format, Project Document-Secretariat services and functions for the 10YFP Implementation (updated and issued for use Jun 2013)

United Nations: Report by the Secretariat of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP), ECOSOC Substantive session of 2013

ECOSOC: ECOSOC Holds Panel Discussion to Mark the 10YFP on Sustainable Development and Production. July 2013

United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns. ECOSOC Substantive session of 2014. Agenda item 16 (a). Distr. 18 September 2014

United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2015 session

United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2016 session

United Nations: Progress report on the 10-year framework of programmes on sustainable consumption and production patterns, ECOSOC 2017 session

10YFP Secretariat :10YFP Progress Brief 2016

10YFP Secretariat – work plan 2016-2017, Final Draft

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

United Nations: Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All, Report of the Secretary-General, ECOSOC, 30 June 2017

United Nations: System-Wide Outline of the Functions and Capacities of The UN Development System, Consultant’s Report, June 2017

10YFP Secretariat: 10YFP Executive Meeting, 17 May 2017, PowerPoint presentation

10YFP Secretariat : Seventh meeting of the 10YFP Board, 18th of May 2017, UN Environment, Paris, Meeting Report

10YFP Secretariat: 10YFP Executive Meeting, 17th of May 2017 – UN Environment, Paris, Meeting summary and recommendations. May 2017

10YFP Secretariat : Sixth meeting of the 10YFP Board, 9-12 January 2017, UN Environment, Paris, Meeting Report

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

10YFP Secretariat -10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP)- 10YFP Board - Terms of Reference Adopted, 2nd October 2013

UNEP Secretariat : Responses to a 2015 Survey on 10YFP

10YFP (with the support of the 10YFP Secretariat): Potential contribution of the 10YFP Programmes to the Sustainable Development Goals. A paper from the Board of the 10YFP on SCP. June 2014

10YFP Secretariat : 10YFP Network in Action : Programme Portfolios: Key principles and approaches, November 2017

10YFP Secretariat : The 10-year framework of programmes on sustainable consumption and production : Introduction to the 10YFP: Building a Global Movement for SCP, PowerPoint presentation

10YFP Secretariat - Criteria and Process for New 10YFP Programmes Areas, Third Draft for consideration of the 10YFP Board, 10YFP/PRG/3.V1/March14

10YFP Secretariat- Guidance document on programme development and implementation for the Ten Year Framework of Programmes on Sustainable Consumption and Production (10YFP): Criteria, structure and steps to develop and operationalize them  
10YFP/PRG/1.V1/March14

10YFP Secretariat -10 Year Framework of Programmes (10YFP) – Inter-Agency Coordination Group – (2012-2022) - Terms of Reference – 17 July 2013

10YFP Secretariat - Proposed Guidelines for stakeholders' participation in the 10YFP – 30th November 2015

10YFP Secretariat - Guidance for the 10YFP National Focal Points on SCP, June 2015

### **10YFP Programme documents :**

10YFP Programme brochures : Consumer Information ; Sustainable Buildings and Construction ; Sustainable Food Systems ; Sustainable Lifestyles and Education ; Sustainable Public Procurement ; Sustainable Tourism

Proposal for the 10YFP Programme on Consumer Information Submitted to the 10YFP Secretariat and for approval of the 10YFP Board 5 June 2014

Proposal for the 10YFP Programme on Sustainable Buildings and Construction (SBC) Submitted to the 10YFP Secretariat March 2014

Title of The Programme: Sustainable Food Systems programme (SFS programme)  
Programme document – 25 April 2016

10YFP Sustainable Lifestyles and Education Programme, November 2014

Proposal for the 10YFP Programme on Sustainable Public Procurement Submitted to the 10YFP Secretariat , March 2014

Proposal for a 10YFP Programme on Sustainable Tourism (ST) Submitted to the 10YFP Secretariat, October 2014

Sustainable Buildings and Construction of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP SBC Programme), Detailed Work Plan for 2017-2018, 1 June 2017

10YFP Sustainable Lifestyles and Education Programme Strategic Action Plan 2016-17 FINAL 2016-07-01

10YFP Secretariat -The Consumer Information Programme of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP CIP), Operational Terms of Reference Draft, 22 October 2014

10YFP Secretariat - Sustainable Food Systems Programme (SFS Programme) of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP), Terms of Reference (ToR)

10YFP Secretariat -The Sustainable lifestyles and Education Programme of the 10 Year Framework of Programmes on Sustainable Consumption and Production (10YFP SLE), Operational Terms of Reference, Draft version, 02 March 2015

10YFP Secretariat -The Sustainable Public Procurement programme of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP SPP programme), Modus Operandi, May 2015

10YFP Secretariat -10YFP Sustainable Tourism Programme (STP) Operational Terms of Reference

10YFP Secretariat Executive Summary, 10YFP Pilot Reporting resulting from survey of national policies on sustainable consumption and production, 2017

10YFP Secretariat, 10YFP Pilot Reporting, 2017

10YFP Secretariat - 10YFP Pilot Reporting, PowerPoint presentation

10YFP Secretariat, Metadata Sustainable Development Goals: SDG indicator 12.1.1

The Sustainable Public Procurement programme of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP SPP programme), Vision Document,

22 September 2015

Sustainable Tourism Programme, Setting the foundations for collective impact, Annual Magazine for 2015

Sustainable Tourism Programme, Advancing towards a clear North, Annual Magazine 2016/2017

Indicators of success for the 10-year framework of programmes on sustainable consumption and production patterns : principles, process and methodology

10YFP Secretariat - 10YFP Indicators of success, Annual programme reporting 2016: Consumer Information; Sustainable Buildings and Construction; Sustainable Food Systems; Sustainable Lifestyles and Education; Sustainable Public Procurement; Sustainable Tourism  
10YFP Secretariat - SCP Policy Landscape at Regional and National Level

Concept Note: Development and Implementation of the *Global Survey on National Self-Assessment of SCP Policies and Initiatives* (GSNSA-SCP), November 17, 2014

10YFP Secretariat - Questionnaire : 10YFP Global Survey on National Sustainable Consumption and Production (SCP) Policies and Initiatives, Engaging the 10YFP National Focal Points

10YFP Secretariat - 10-Year Framework of Programmes on Sustainable Consumption and Production – A TOOLKIT for National Focal Points. 2017

10YFP Secretariat -10YFP Resource Mobilization Strategy

10YFP Secretariat - Terms of Reference for the administration of a Trust Fund to support the 10 year framework of programmes on sustainable consumption and production (10yfp)

Shaping the economy of sustainable development: An overview of national policies and initiatives supporting the shift towards sustainable consumption and production, 2017

10YFP Secretariat -IACG (Inter-Agency Coordination Group): Sustainable Consumption and Production in the Proposed Sustainable Development Goals. June 2014

UN Environment Assembly (UNEA) of the UNEP: UNEP/EA.2/Res.6. SCP Resolution. Second session, Nairobi, May 2016

UNEA: Media Fact Sheet, Sustainable Consumption and Production. May 2014

UNEP: Revised project document Global Platform for Action on Sustainable Consumption and Production (SCP): Supporting the implementation of the 10 Year Framework of Programmes on SCP (10YFP). July 2013

UNEP: PRC Report Secretariat Services and Functions for the 10YFP Implementation. January 2014

UNEP: Project document Secretariat Services and Functions for the 10YFP Implementation. July 2014

UNEP: Project document Global Platform for Action on Sustainable Consumption and Production – extension request. October 2015

UNEP: Sustainable Consumption and Production Indicators for the Future of SDGs. UNEP Discussion Paper. March 2015

UNEP: Progress Report on Decision 7 – Sustainable Consumption and Production – at the Intersessional Meeting of the Forum of Ministers of Environment for Latin America and the Caribbean. 17-19 November 2015, Mexico. November 2015.

10YFP Secretariat: Partners for SCP – Why and how to join the programmes of the 10YFP. April 2016.

10YFP Secretariat: Synthesis Report, First Global Meeting of the 10YFP on SCP, 14-15 May 2015, New York. May 2015.

10YFP Secretariat: 10-YFP on SCP – Communication Strategy. October 2015.

10YFP M&E Taskforce: 10 Year Framework of Programmes on Sustainable Consumption and Production Patterns – Monitoring and Evaluation Framework. September 2016.

Website: <http://www.scpclearinghouse.org>

UN: Sustainable Development Goals <https://sustainabledevelopment.un.org/?menu=1300>

Website: [www.unep.org/10YFP](http://www.unep.org/10YFP)

## ANNEX B – On-line Survey questions

### 1. What type of organisation are you working for? \*

National Government  
Local Authority  
Non Governmental/Civil society  
United Nations/International Organization  
Business/Private sector  
Scientific/Technical Org

### 2. What is your role in the 10YFP? \*

10YFP Board member  
Lead/co-lead/coordination desk of a 10YFP programme  
MAC member of a 10YFP programme  
Partner of a 10YFP programme  
10YFP National Focal Point  
10YFP Stakeholder Focal Point  
10YFP Inter-Agency Coordination Group (IACG)  
10YFP Secretariat  
Other - Please specify

### Which programme are you a lead/co-lead/coordination desk member of?

Sustainable Public Procurement  
Consumer Information for SCP  
Sustainable Lifestyles and Education  
Sustainable Tourism  
Sustainable Buildings and Construction  
Sustainable Food Systems

### Which programme are you a MAC member of?

Sustainable Public Procurement  
Consumer Information for SCP  
Sustainable Lifestyles and Education  
Sustainable Tourism  
Sustainable Buildings and Construction  
Sustainable Food Systems

### Which programme are you a partner of?

Sustainable Public Procurement

Consumer Information for SCP  
Sustainable Lifestyles and Education  
Sustainable Tourism  
Sustainable Buildings and Construction  
Sustainable Food Systems

3. To begin, we would like to know how you think the 10YFP is doing with regards to accomplishing objectives as layed out in the Rio+20 text: **Accelerate the shift towards SCP, supporting regional and national policies and initiatives \***

(Sliding bar 0 to 10)

**Contribute to resource efficiency and decoupling economic growth from environmental degradation and resource use, while creating decent job and economic opportunities and contributing to poverty eradication and shared prosperity \***

(Sliding bar 0 to 10)

**Mainstream SCP into sustainable development policies, programmes and strategies, as appropriate, including into poverty reduction strategies \***

(Sliding bar 0 to 10)

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

(Sliding bar 0 to 10)

#### **Opinion on 10YFP Partner/Stakeholder engagement**

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

(Sliding bar 0 to 10)

4. Have you seen any of the following results?

- Scaling up of SCP projects

- Financial resources for shift to SCP
- Increased training for SCP
- Increase in your SCP network
- Increase in number of outreach activities for SCP
- Production of SCP knowledge/tools
- Policy instruments supporting shift to SCP
- Increase in monitoring, reporting on SCP
- Increase of SCP in education
- Increase of SCP in supply chains
- Increase in high level commitments on SCP
- Increase in mechanisms for coordination on SCP
- Increase in awareness on SCP
- Other - Please specify

\*

**5. Do you have any specific recommendations for moving towards the 10YFP objectives?**

**6. Has your organisation or country benefitted from its membership in the 10YFP? \***

Not at all / Very much (sliding bar 0 to 10)

**7. How has your organisation or country benefitted from its membership in the 10YFP?**

- Technical assistance
- Information/knowledge sharing
- Increased contacts/network
- Providing visibility to your work
- Collaboration opportunities which you would not otherwise have had
- Shift in how your organisation operates to align with 10YFP
- Funding or funding opportunities
- Awareness on SCP
- Access tools or other products
- Other - please specify
- My organisation or country has not benefitted from the 10YFP

**8. Please specify the type of products/tools here**

- Global SCP Clearinghouse
- Progress reports
- Publications
- Monthly or periodic updates
- Newsletters
- Webinars
- Brochures

- Other - please specify

**9. Please indicate which tools/products and by whom it was disseminated**

Tools/products developed by an actor of a programme? Which programme? Which type of organisation? (e.g. UN agency, Government, Civil society, Business) By the secretariat?

**10. How could your organization or country be better supported by the 10YFP network?**

**11. Do you feel that your organisation or country is actively participating in the 10YFP network? \***

Not at all Very much (sliding bar 0 to 10)

**12. How has your country or organisation actively participated in the 10YFP network?**

- Technical assistance
- Information/knowledge sharing
- Financial support
- In-kind contributions
- Recruiting of new members to the 10YFP
- Communication on 10YFP to external audiences
- Mobilization of political support
- Reporting on the 10YFP indicators
- Other - please specify
- My organisation or country has not contributed to the 10YFP

**13. What would motivate you to more fully engage in the 10YFP?**

**14. What is your level of collaboration with the following stakeholders?**

The 10YFP Board

No collaboration Partial collaboration Close collaboration

The 10YFP Leads/co-leads/coordination desks

No collaboration Partial collaboration Close collaboration

The 10YFP Multistakeholder Advisory Committee (MAC) members

No collaboration Partial collaboration Close collaboration

The 10YFP programme partners

No collaboration Partial collaboration Close collaboration

### The 10YFP National Focal Points

No collaboration Partial collaboration Close collaboration

### 10YFP Inter Agency Coordination Group (IACG)

No collaboration Partial collaboration Close collaboration

### 10YFP Regional Roundtables

No collaboration Partial collaboration Close collaboration

### 10YFP Stakeholder Focal Points

No collaboration Partial collaboration Close collaboration

### 10YFP Secretariat

No collaboration Partial collaboration Close collaboration

## **15. If you wish, please elaborate on your collaboration with the above Stakeholders**

### **Approaches by the 10YFP programmes actors for advancing programme objectives**

## **16. Which approaches or practices have you seen implemented within the six 10YFP programmes?**

- Cooperation across stakeholder groups
- Identification/replication of good practices
- Defining priorities after consultation across network
- Working groups to address priorities
- Supporting national priorities
- Effective outreach activities
- Other - Please specify

## **17. What are the main opportunities to increase the engagement of the 10YFP network?**

- Clear incentives for the engagement of Partners
- Increase visibility to programme actors and bring added value to their own activities
- Clear roles for different 10YFP actors
- Clear common goals
- Collaboratively design activities which lead to concrete and visible outcomes at the national level
- Link programme actors to major relevant global and regional drivers, events, conferences, etc
- Identify potential sources of funding for activities of the 10YFP network

- Increase autonomy of the 10YFP Programmes
- Other - please specify

### **Any recommendations?**

**Please see below a diagram representing the current governance structure of the 10YFP, as well as the the governance structure of a 10YFP programme**

### **18. How effective would you rate the governance of the 10YFP? \***

Very ineffective / Very effective (Sliding bar 0 to 10)

### **19. Do you have comments with regards to particular elements of the 10YFP governance and suggestions to improve the governance?**

- 10YFP Board
- **Trust Fund**
- 10YFP Programmes
- 10YFP National Focal Points
- 10YFP Stakeholder Focal Points
- 10YFP Inter Agency Coordination Group (IACG)
- 10YFP Secretariat

### **10YFP Trust Fund**

Streamlining of the 10YFP Trust Fund has taken place in 2016. More detailed information can be found [here](#).

### **20. Have you had experience with the 10YFP Trust Fund?**

Yes  
No

### **21. In what capacity have you had experience with the 10YFP Trust Fund?**

Applicant  
Implementing entity  
Member of the Technical review committee of the 10YFP programme

Other - Write In

**22. How effective would you rate the Trust Fund process?**

Very ineffective / very effective (sliding bar 0 to 10)

**Any recommendations?**

**23. Do you consider the Trust Fund projects contribute to implementing Sustainable Consumption and Production?**

Yes

No

**If you wish, please elaborate here:**

**24. Are you a donor to the Trust Fund?**

Yes

No

Potential donor

**25. Do you consider the current mechanisms for donating to the Trust Fund effective (fit for purpose)?**

Very ineffective / very effective (sliding bar 0 to 10)

**Communication**

**26. What recommendations would you have to improve the process of contributing to the Trust Fund?**

(e.g. define a single contribution process, outsource fund management to a third party, more frequent updates on Trust Fund activities, etc.)

**27. How important are communication and visibility to the 10YFP?**

Unimportant / Very important (sliding bar 0 to 10)

**Recommendation:**

**28. When you describe the 10YFP, do you feel that there is brand recognition in your community?**

Do your partners, colleagues, ministries, etc know who the 10YFP is?

No Recognition / High recognition (sliding bar 0 to 10)

**Recommendation:**

**29. How well informed do you feel about what is happening in the 10YFP?**

Not Informed / Well informed (sliding bar 0 to 10)

**Recommendation:**

**30. Do you have any suggestions of priorities that should define**

## **the 10YFP 5-year strategy for the period 2018-2022?**

### **The 10YFP and You**

This survey will conclude with a series of short questions, designed to evoke the 10YFP as it relates to you on a personal level. With regards to the 10YFP:

**31. What is the 10YFP to you?**

**32. Are there themes you would like to pursue which cut across the 10YFP programme areas?**

**33. What would you change?**

**34. What are you proud of?**

Your full name

Your email address

## ANNEX C – Interview questions

- ✓ To what extent the 10YFP objectives are being accomplished? How to move forward for scaling up achievements?
- ✓ To what extent the approaches adopted within the six Programmes of the framework are effective in mobilizing the partners and stakeholders involved? How can 10YFP fully harness its network and partnerships towards attainment of its objectives?
- ✓ To what extent the 10YFP governance and organisational structure/arrangements are operationally effective and contributing to achieve results? Does the growth in 10YFP partnership require adjustments in the functioning or other aspects? Where can processes be improved to better support action?
- ✓ What are the opportunities for the 10YFP?
- ✓ What are the challenges for the 10YFP?

## ANNEX D – List of people interviewed

Name	Date of interview(s)	Organisation	Role in the 10YFP
<b>Arthur Andambi</b>	28 September 2017	Permanent Mission to the UN, Kenya	Board member
<b>Charles Arden-Clarke</b>	20 October, 24 November 2017	UN Environment	10YFP Secretariat
<b>Sandra Averous-Monnery</b>	14 November 2017	UN Environment	Production and Consumption Unit – UN Environment
<b>Gunilla Blomqvist</b>	19 September 2017	Swedish Ministry of the Environment and Energy, Sweden	Lead SLE
<b>Birgitte Bryld</b>	28 November 2017	UNDESA	Member of Inter-Agency Coordination Group
<b>Sofie Clausen</b>	5 September, 27 November 2017	UN Environment	10YFP Secretariat
<b>Ian Fenn</b>	2 October 2017	Consumers International	Co-lead & Coordination Desk CIP
<b>Curt Garrigan</b>	13 September 2017	UN Environment	Co-Lead SBC
<b>Zita Gellér</b>	10 November 2017	Ministry of Agriculture, Hungary	Board Member
<b>Carlos Gentile Cecilia Hiriart Alicia Moreno Celeste Piñera</b>	29 September 2017	Ministry of Environment and Sustainable Development , Argentina	Board member
<b>Dirk Glaesser</b>	21 September 2017	UNWTO	Lead STP
<b>Harri Hakaste</b>	25 September 2017	Ministry of the Environment, Finland	Lead SBC
<b>Seraphine Haussling</b>	14 September 2017	UN Environment-CCAC Secretariat	Former staff of 10YFP Secretariat
<b>Bettina Heller</b>	14 September 2017	UN Environment	Coordination Desk CIP (Germany)
<b>Tim Hopper</b>	7 November 2017	Microsoft	MAC CIP

<b>Pekka Huovila</b>	28 September 2017	Ministry of Environment, Finland	Lead SBC
<b>Usha Iyer-Raniga</b>	20 September 2017	RMIT University	Co-lead SBC
<b>Ulf Jaeckal</b>	4 October 2017	Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, Germany	Chair of 10YFP Board
<b>Alwin Klopse</b>	27 September 2017	Federal Office for Agriculture, Switzerland	Co-Lead SFS
<b>Listya Kusumawati</b>	6 September 2017	UN Environment	10YFP Secretariat
<b>Thomas Legoupil, Bruno Fareniaux</b>	12 October 2017	Ministère de l'écologie, du développement durable et de l'énergie, France	Co-Lead STP
<b>James Lomax</b>	9 November 2017, 14 November 2014	UN Environment	MAC SFS
<b>Cecilia Lopez y Royo</b>	11 & 20 October, 15 November, 4 December 2017	UN Environment	10YFP Secretariat
<b>Luca Marmo Fabien Sordet</b>	13 November 2017	European Commission	Implementation Partner and Supporting Organisation
<b>Frank Mechielsen Nout van der Vaart</b>	27 September 2017	Hivos	Co-Lead, Coordination Desk SFS
<b>Svitlana Mikhalyeva</b>	14 September 2017	UN Environment	Coordination Desk STP (France)
<b>Ligia Noronha</b>	8 November 2017	UN Environment	Director – Economy Division, UN Environment
<b>Martina Otto</b>	7 November 2017	UN Environment	Head, Cities Unit UN Environment
<b>Mei-Ling Park</b>	5 September 2017	UN Environment	10YFP Secretariat
<b>Amanda Peterson</b>	5 September 2017	UN Environment	10YFP Secretariat
<b>Fabienne Pierre</b>	21 December 2017	UN Environment	10YFP Secretariat
<b>Peter Repinski</b>	19 September 2017	Stockholm Environment Institute	Co-Lead SLE

<b>Martine Rohn-Brossard</b>	3 November 2017	Federal Office for the Environment, Switzerland	Board member
<b>Yulia Rubleva</b>	6 September, 9 November 2017	UN Environment	10YFP Secretariat
<b>Hugo Schally, Robert Kaukewitsch, Lana Zutelija</b>	13 November 2017	European Commission	MAC CIP
<b>Andrew Schmidt</b>	6 September, 1 December 2017	UN Environment	10YFP Secretariat
<b>Tim Scott</b>	9 November 2017	UNDP	Member of Inter-Agency Coordination Group
<b>Nora Steurer</b>	13 September 2017	UN Environment	Coordination Desk SBC
<b>Elisa Tonda</b>	14 September 2017	UN Environment	MAC CIP, MAC STP
<b>Virginia Trapa</b>	25 September 2017	UNWTO	Coordination Desk STP
<b>Katie Tuck</b>	5 September 2017	UN Environment	10YFP Secretariat
<b>Atsushi Watabe</b>	2 October 2017	Institute for Global Environmental Strategies, Japan	Co-Lead SLE (Japan)
<b>Agnès Weil</b>	24 November 2017	Club Med	Partner STP
<b>Farid Yaker</b>	22 September 2017	UN Environment	Lead SPP

## ANNEX E – Vision of the 10YFP

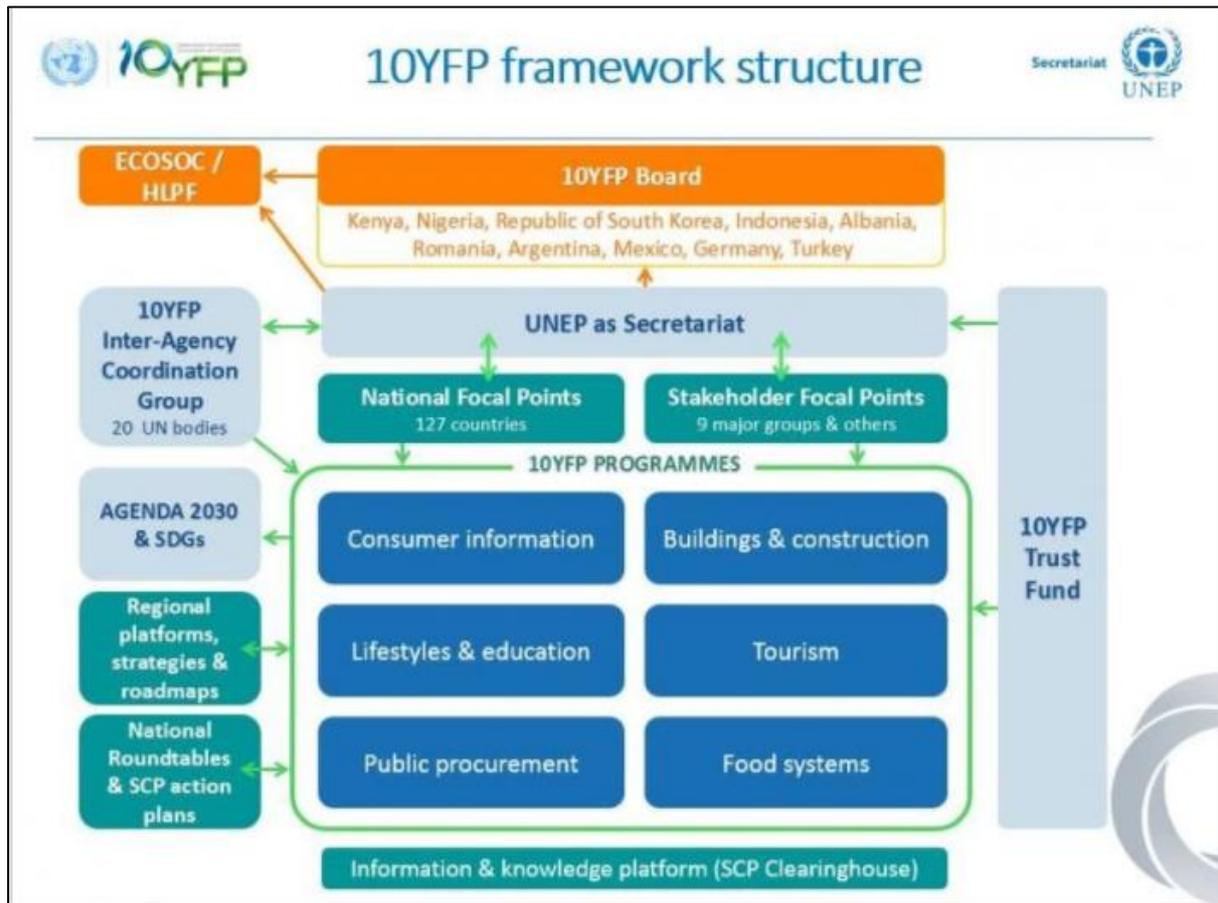
The vision of the 10YFP is outlined in its founding document, A/CONF.216/5<sup>31</sup>. It is as follows:

- (i) Supports sustainable, inclusive and equitable global growth, poverty eradication and shared prosperity;
- (ii) Addresses basic needs and brings a better quality of life;
- (iii) Enhances the ability to meet the needs of future generations and conserves, protects and restores the health and integrity of the Earth's ecosystems;
- (iv) Promotes gender equality and the active participation of groups including, inter alia, women, children and youth, indigenous peoples and those living in the most vulnerable situations;
- (v) Reduces the use of hazardous materials and toxic chemicals and the generation of wastes, such as non-biodegradable materials and the emission of pollutants;
- (vi) Protects natural resources and promotes a more efficient use of natural resources, products and recovered materials;
- (vii) Promotes life cycle approaches, including resource efficiency and sustainable use of resources, as well as science-based and traditional knowledge-based approaches, cradle to cradle and the 3R concept (reduce, reuse and recycle) and other related methodologies, as appropriate;
- (viii) Promotes the creation of new economic opportunities for all countries, with particular attention to developing countries;
- (ix) Promotes a competitive, inclusive economy delivering full and productive employment and decent work for all and fostering efficient social protection systems;
- (x) Serves as a tool to support the implementation of global sustainable development commitments, the achievement of the Millennium Development Goals and the implementation of targets and goals agreed under relevant multilateral environmental agreements.

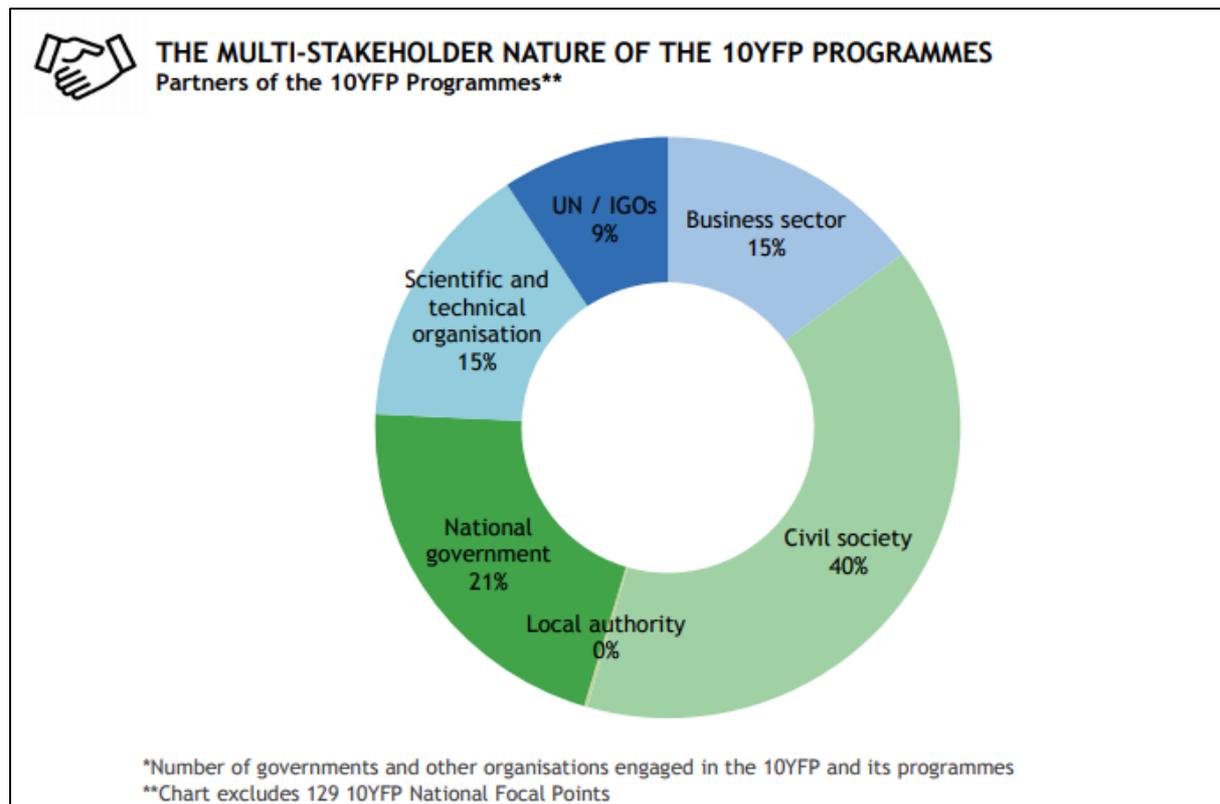
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<sup>31</sup> United Nations: Rio+20 UN Conference on Sustainable Development – A/Conf.216/5. June 2012, paragraphs 1, 2, 3.

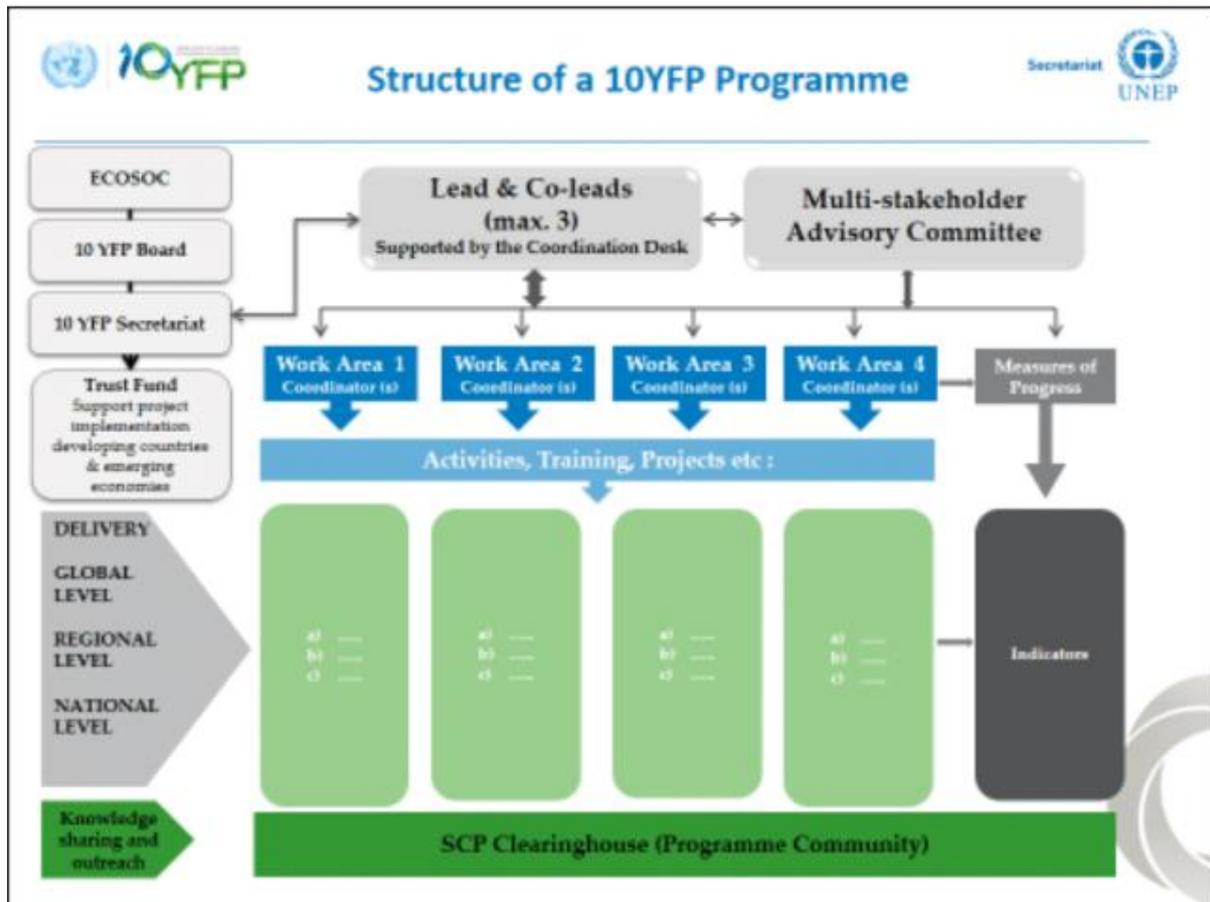
ANNEX F – Organizational chart of the 10YFP



## ANNEX G – Distribution of Partners in the 10YFP



## ANNEX H – Structure of a 10YFP Programme



## ANNEX I – Types of 10YFP Programme interventions and results

### Results of the pilot reporting exercise

<i>Indicator</i>	<i>Reported in 2016</i>	<i>Total reported (from programme start to 2016)</i>	<i>Unit of measurement</i>
1.1 Projects supporting sustainable consumption and production	121	140	Number of projects supporting the shift to sustainable consumption and production
1.2 Amount of financial resources (in United States dollars) made available	Pending verification	\$79.44 million	Funds made available in support of the shift to sustainable consumption and production
1.3 Training for sustainable consumption and production	26 761	32 533	Number of person-days of training on sustainable consumption and production
2.1 Sustainable consumption and production network	95	647	Number of Governments and other organizations engaged in the 10-year framework and its programmes
2.2 Outreach and communication for sustainable consumption and production	321	513	Number of outreach and communication activities focusing on sustainable consumption and production
2.3 Production of knowledge and technical tools	174	291	Number of knowledge resources and technical tools produced for sustainable consumption and production
3.1 Sustainable consumption and production in policy instruments	219	253	Number of Governments and other organizations developing, adopting or implementing (or in process of implementing) policy instruments supporting the shift to sustainable consumption and production
3.2 Sustainable consumption and production monitoring and reporting	2	49	Number of Governments and other organizations officially establishing monitoring and reporting on sustainable consumption and production
3.3 Education for sustainable consumption and production	5	5	Number of countries integrating sustainable consumption and production topics into education practices
3.4 Sustainable consumption and production changes in practices	10	10	Number of changes in practices and production processes supporting the shift to sustainable consumption and production
3.5 Sustainable consumption and production commitments	379	572	Number of high-level commitments covering sustainable consumption and production
3.6 Coordination on sustainable consumption and production	12	16	Number of intersectoral and/or multi-stakeholder mechanisms for coordination on sustainable consumption and production
3.7 Use of knowledge and technical tools	Not reported	Not reported	Number of downloads from the sustainable consumption and production clearinghouse and any other quantitative representation of use
4 Impacts	Work in progress		

## ANNEX J – 10YFP Programmes and results reported in 2017

<b>Sustainable Tourism</b>	
Original objectives* from programme document	<ol style="list-style-type: none"> <li>1. Integrate sustainable consumption and production (SCP) patterns in tourism policies and frameworks</li> <li>2. Collaboration among tourism stakeholders for the improvement of the tourism sector's SCP performance</li> <li>3. Fostering the application of guidelines, tools and technical solutions to improve, mitigate and prevent tourism and to mainstream SCP patterns among tourism stakeholders</li> <li>4. Enhancing sustainable tourism investment and financing</li> </ol>
<b>Highlighted results** from the Progress report which was produced for the ECOSOC, HLPF 2017 session</b>	

### 2016 HIGHLIGHTS



**127**  
Partners



**10,112**  
Person-days  
of training



**38**  
Knowledge  
resources and  
technical tools

\*Objectives are from the original programme documents submitted by the programmes during their formation.

\*\* Since the data highlighted here from the 10YFP Progress Brief is from the pilot reporting exercise, the data is to be considered as preliminary. Data quality may vary from indicator to indicator and from programme to programme. The data will be subject to updating and further data quality assurance processes to improve framework reporting processes and systems and to ensure reliable and consistent reporting on framework activities related to sustainable consumption and production and indicator 12.1.1 for Goal 12

<b>Sustainable Lifestyles and Education</b>	
Original objectives* from programme document	<ol style="list-style-type: none"> <li>1. Build a shared vision of sustainable lifestyles</li> <li>2. Integrate sustainable lifestyle principles and practices across all sectors of society</li> <li>3. Develop tools and incentives, provide capacity-building for achieving sustainable lifestyles and disseminating good practices</li> <li>4. Empower individuals to adopt sustainable lifestyles through education, awareness-raising and participation</li> <li>5. Measure and track the benefit of action targeting lifestyles</li> </ol>
<b>Highlighted results** from the Progress report which was produced for the ECOSOC, HLPF 2017 session</b>	

### 2016 HIGHLIGHTS



**76**  
Partners



**8**  
Outreach and  
Communication  
materials



**11**  
Knowledge  
resources and  
technical tools

\*Objectives are from the original programme documents submitted by the programmes during their formation.

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<b>Sustainable Buildings and Construction</b>	
Original objectives* from programme document	<ol style="list-style-type: none"> <li>1. Foster enabling frameworks to implement SBC policies</li> <li>2. Promote sustainable housing, including affordable housing and social housing</li> <li>3. Enhance sustainability in the building supply chain</li> <li>4. Reduce climate impact and strengthen climate resilience of the building and construction sector</li> <li>5. Promoting knowledge sharing, outreach and awareness raising</li> </ol>
<b>Highlighted results** from the Progress report which was produced for the ECOSOC, HLPF 2017 session</b>	

**2016 HIGHLIGHTS**



**35**  
Partners



**14**  
Gov./Org.  
integrating SCP in  
policy instruments



**31**  
Outreach and  
Communication  
materials

\*Objectives are from the original programme documents submitted by the programmes during their formation.

\*\* Since the data highlighted here from the 10YFP Progress Brief is from the pilot reporting exercise, the data is to be considered as preliminary. Data quality may vary from indicator to indicator and from programme to programme. The data will be subject to updating and further data quality assurance processes to improve framework reporting processes and systems and to ensure reliable and consistent reporting on framework activities related to sustainable consumption and production and indicator 12.1.1 for Goal 12

<b>Sustainable Food Systems</b>	
Original objectives* from programme document	<ol style="list-style-type: none"> <li>1. Raise awareness of the need to shift to more sustainable food systems</li> <li>2. Build capacity and enabling conditions for the identification, prioritization, development and uptake of sustainable practices across food systems and facilitate access to financial and technical assistance</li> <li>3. Take stock of, categorize and disseminate—and if needed develop – accessible and actionable science-based and/or empirically-demonstrated information tools and methodologies to support governments, the private sector, farmers, consumers and other relevant stakeholders to contribute to more sustainable food systems</li> <li>4. Bring together initiatives and develop partnerships to build synergies and cooperation</li> </ol>
<b>Highlighted results** from the Progress report which was produced for the ECOSOC, HLPF 2017 session</b>	

**2016 HIGHLIGHTS**



**116**  
Partners



**12,500**  
Person-days  
of training



**15**  
Outreach and  
Communication  
materials

\*Objectives are from the original programme documents submitted by the programmes during their formation.

\*\* Since the data highlighted here from the 10YFP Progress Brief is from the pilot reporting exercise, the data is to be considered as preliminary. Data quality may vary from indicator to indicator and from programme to programme. The data will be subject to updating and further data quality assurance processes to improve framework reporting processes and systems and to ensure reliable and consistent reporting on framework activities related to sustainable consumption and production and indicator 12.1.1 for Goal 12

<b>Sustainable Public Procurement</b>	
Original objectives* from programme document	<ol style="list-style-type: none"> <li>1. Build the case of SPP</li> <li>2. Support the implementation of SPP on the ground</li> </ol>
<b>Highlighted results** from the Progress report which was produced for the ECOSOC, HLPF 2017 session</b>	

## 2016 HIGHLIGHTS



**103**

Partners



**179**

Outreach and  
communication  
activities



**89**

Knowledge  
resources and  
technical tools

\*Objectives are from the original programme documents submitted by the programmes during their formation.

\*\* Since the data highlighted here from the 10YFP Progress Brief is from the pilot reporting exercise, the data is to be considered as preliminary. Data quality may vary from indicator to indicator and from programme to programme. The data will be subject to updating and further data quality assurance processes to improve framework reporting processes and systems and to ensure reliable and consistent reporting on framework activities related to sustainable consumption and production and indicator 12.1.1 for Goal 12

## ANNEX K – Suggested elements to the Strategy Task Force

- Frame a unifying theme/topic for the next 5 years – as foundation for the vision and focus.
- Define an overarching strategic objective which could possibly focus on accelerating the implementation of SDG 12 and other SCP-related SDGS.
- Define strategic priorities and a clear scope of what the 10YFP will be doing, with definition of objectives and outcomes.
- Underline intention to scale up, replicate and reduce fragmentation.
- Underline intention to link to other global drives such as climate change, biodiversity, urban agenda, green economy, circular economy.
- Underline intention for targeted outreach; Show how 10YFP and its Programmes will strike the right balance between being a platform/forum/agent of stimulating and catalysing action and sharing good practices on SCP, on one hand and, on the other, an implementer at national level. The 10YFP and its Programmes should be linked to the national level because SDGs are geared to the national level. How can the 10YFP Programmes respond to countries' specific needs and requests for support?
- Underline intention and approaches for Programmes to build strategic partnerships – investors, donors, Parliamentarians, cities and local communities, industry, finance.
- Emphasize intention to create enabling conditions to empower National Focal Points (NFPs) with the aim to have them become more active and more engaged; Programmes will be encouraged to become keys in capacitating and guiding NFPs.
- Stress approaches which will enhance Partner engagement.
- Underline the science-based evidence of initiatives.
- Create opportunities for 10YFP partners, including NFPs to network, exchange among each other.
- Show plans for measuring impact, reporting on work done; Foresee that the implementation of the strategy will be a rolling/evolving and continuous process of monitoring and review with possible revisions and adjustments every two years.
- Collaboration between Programmes: develop innovative cooperative initiatives among two or more of the six Programmes that could lead to synergies and form the basis for continued inter-Programmes joint activities.
- Refine and enhance the communication strategy.
- Review, update and simplify the guidelines and rules of engagement for diverse stakeholders involved in the Framework.