Practical Tools for Sustainable Consumption and Production
Promoting Mainstreaming and Implementation at National Level
The 10-Year Framework of Programmes (10YFP) is a dynamic, multi-stakeholder platform for action for Sustainable Consumption and Production (SCP). It provides National Focal Points with numerous opportunities to connect with other key actors and to start or strengthen cooperation at global, regional and national level. It enables participation in multilateral and multi-stakeholder dialogues, influencing strategic orientations while highlighting countries’ priorities and needs. Many opportunities exist within the 10YFP for networking, knowledge sharing, accessing capacity-building and technical assistance. In addition to implementation support, including through the 10YFP programmes, broad pools of expertise and potential partners are offered by the 10YFP.

For a quick overview of the 10YFP

- Check the brochure of the 10YFP (available in all official UN languages) and the standard presentation of the 10YFP in the online resources of the toolkit, available on the Global SCP Clearinghouse (www.scpclearinghouse.org)
- The official Rio+20 mandate of the 10YFP (A/CONF.216/5) can also be found in the online resources of the toolkit or on the institutional 10YFP website in all UN languages at www.unep.org/10yfp.

Acknowledgments

The contents of this toolkit were developed by the Secretariat of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP), UN Environment, with the support of the Ministry of Environment of Norway and the European Commission.

The Secretariat of the 10YFP gratefully acknowledges the time and effort spent by those involved in preparing, producing and commenting on this toolkit, including the 10YFP National Focal Points who have actively contributed to developing and enriching its contents. The development and production of the toolkit were coordinated by Fabienne Pierre, Programme Officer, with the support of Katie Tuck and Sandra Averous, Associate Programme Officers, and inputs from Yulia Rubleva, Programme Assistant, Andrew Schmidt and Alice Mansion, Consultants, under the supervision of Charles Arden-Clarke, Head of the 10YFP Secretariat, UN Environment.

Special thanks also to all participating experts from the Sustainable Lifestyles, Cities and Industry Branch and to the Secretariat of the International Resource Panel within UN Environment for their technical contribution.

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Printing: UNESCO
Cover photo: Lukiyanova Natalia frenta / Shutterstock.com

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Creating ownership, strengthening capacities and coordinating action

SHARING INFORMATION AND PROMOTING SUSTAINABLE CONSUMPTION AND PRODUCTION (SCP) AND THE 10-YEAR FRAMEWORK OF PROGRAMMES ON SCP

The first action that National Focal Points can take to promote Sustainable Consumption and Production (SCP) and the 10-Year Framework of Programmes on SCP is to talk about it - raise awareness about the imperative of shifting towards more sustainable patterns of consumption and production to ensure sustainable development nationally and globally. The aim is to share information about the added value of an integrated approach, present the 10-Year Framework of Programmes and the opportunities it offers to support policy design and implementation at the country level.

Here is a set of useful tools to help you present and promote the Framework to various audiences at national level, to be used for example during any internal meetings, institutional or national events on relevant topics, which can be easily complemented with an overview of national SCP policies and initiatives across sectors. All these tools can be found in the online resources of the toolkit:

- Brochure of the 10-Year Framework and brochures of its six programmes;
- Standard presentation on the 10-Year Framework, including the programmes;
- Standard presentation on Sustainable Consumption and Production, the 10-Year Framework and the Sustainable Development Goals (SDGs).

The Toolkit briefings to “Make the case” provide key language to explain the benefits of SCP relating to major economic, development and environmental objectives that are of high interest to multiple institutional actors and stakeholders.

New presentations and outreach materials are being developed and will be added to this set of tools – all National Focal Points will be informed as soon as they are available! Please also send us your suggestions at 10YFP@unep.org

Facilitating inter-ministerial coordination and dialogue for Sustainable Consumption and Production

Inter-ministerial coordination is essential to promote the mainstreaming of Sustainable Consumption and Production (SCP) at the national level, which is SCP in highly cross-cutting, and requires an integrated and coordinated approach that engages all relevant ministries and institutions. A variety of national regulations, policies and initiatives, which have a role to play in supporting the shift to SCP, are managed by Ministries other than the Ministry of Environment. Inter-ministerial dialogue can help inform their ongoing and future actions, ensure strong political and institutional commitment and support policy integration.

Inter-ministerial cooperation is an instrumental starting point for designing National Action Plans for Sustainable Consumption and Production - the indicator for achieving SDG target 12.1. Inter-ministerial dialogue and cooperation is often best conducted through one central coordination mechanism (e.g. inter-ministerial task force on SCP). It is also a key element in supporting each stage of the policy cycle.
Where can it be established?

This mechanism may already exist, with a mandate on sustainable development which could easily include Sustainable Consumption and Production (SCP), for example national sustainable development commissions. However, it could also be newly formed, for instance at the initiative of the National Focal Point.

A focal point should indeed be identified to ensure effective coordination and planning, which can potentially be a role for the 10YFP National Focal Point. A Secretariat could also be established, with adequate capacities, which may not necessarily be located within the environment sector or Ministry, but can be also placed more centrally within the economic planning functions of government. For example in the President’s or Prime Minister’s Office (as for the Government of Malaysia), Ministry of Economy (as for the Government of Azerbaijan), Ministry of Planning or a special commission, such as the National Development Reform Commission (in the People’s Republic of China). This positioning may help to strengthen the mandate of the mechanism, especially as a strong coordinating body with sufficient authority and resources is essential to developing more integrated and effective policies.

Who could participate?

Government Ministries that would be important to engage in this collaboration include, but are not limited to: Environment, Industry, Economy, Finance, Science and Technology, Energy, Food and Agriculture, Urban Planning and Housing, Transport, Education, Health and Climate Change. High level support and commitment is key to ensure the effectiveness of the group over time, as well as the active participation of policy-makers and technical experts representing different ministries and institutions. Depending on in-country processes and priorities, it may include stakeholder organizations representing civil society and the business sector.
This mechanism should be linked to relevant international and regional programmes on Sustainable Consumption and Production where appropriate, to ensure wider coordination and collaboration when implementing and monitoring.

Main action points for setting an inter-ministerial coordination mechanism

- Integrate with existing appropriate mechanisms or committees where possible;
- Ensure strong cross ministerial representation;
- Ensure high-level commitment;
- Allocate sufficient resources, staffing and capacities to design and implement coherent policies;
- Develop a clear governance structure or system, defining roles and responsibilities;
- Make links with existing regional and international mechanisms;

What are the benefits?

- Ensuring coherence of policies relevant to Sustainable Consumption and Production (SCP) across all relevant ministries, and developing more integrated policies;
- Coordinating programmes to reduce duplication and reinforce existing initiatives;
- Creating opportunities to learn and share skills, resources and experience;
- Building new and improved opportunities for implementing initiatives on sustainable consumption and production patterns;
- Increasing credibility and legitimacy by creating ‘one strong voice’;
- Broadening national, regional and international level presence.

In the National Roundtable on Sustainable Consumption and Production (SCP), held in Cuba in 2015, the 51 participants, mostly representatives from the productive sector and services, exchanged ideas and proposals for action on sustainable food systems, sustainable lifestyles, education and sustainable cities and buildings. The main outcome was the commitment of the participants to work for the integration of SCP in the new economic and social model of the country and in its national development plan.

Carmen Terry, on behalf of Dra Odalys Caridad Goicochea Cardoso, 10YFP National Focal Point for Cuba, Head of the Environment Direction, Ministry of Science, Technology and Environment
What could be the activities of the inter-ministerial coordination mechanism for Sustainable Consumption and Production?

- **Organizing national roundtables** with all relevant ministries, public institutions and key stakeholders, to facilitate the sharing of knowledge and information, secure the commitment required and potentially initiate the process for developing a National Action Plan on Sustainable Consumption and Production or other coherent and integrated policy initiatives.

- **Analyzing challenges and opportunities at national level**, and identifying priority sectors or intervention points, and conducting an assessment of existing initiatives and policies across all relevant policy domains. This could serve as a basis for the development of a National Action Plan on Sustainable Consumption and Production (SCP). The Global Survey on National SCP Policies and Initiatives, conducted under the 10-Year Framework of Programmes, is a structured tool to collect information across all relevant ministries and public institutions. It also gives other stakeholders the opportunity to feel ownership for this agenda and engage in a collective effort to move it forward.

- **Policy review forums** to present and discuss evidence generated by specific monitoring systems. These national level forums could be based on different themes or issues, and help to assess the effectiveness of SCP policies and programmes in practice using data gathered from across ministries.

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**Organizing a national roundtable on Sustainable Consumption and Production**

As part of their activities contributing to the 10-Year Framework of Programmes and to the achievement of the Sustainable Development Goals (SDGs) (especially SDG 12), several countries have already held national roundtables on Sustainable Consumption and Production (SCP). The 10YFP National Focal Points play an active and important role in this process. National roundtables on SCP can offer a great opportunity to further ensure high-level support to this agenda, raise awareness and engage relevant ministries, public institutions and stakeholders, as well as highlight progress achieved and new opportunities for the country to shift towards more sustainable patterns of consumption and production.

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The Secretariat of the 10-Year Framework of Programmes can provide technical support to the National Focal Points and the government they represent to strengthen inter-ministerial dialogue on Sustainable Consumption and Production (SCP): for example, setting up of a specific dialogue or coordination mechanism, organizing a national roundtable, conducting a scoping study on national challenges and opportunities, or planning for the development of a National Action Plan or programme on Sustainable Consumption and Production.
WORKING IN PARTNERSHIP THROUGH STAKEHOLDER ENGAGEMENT

Enabling stakeholder engagement and establishing strong, multi-stakeholder partnerships can better inform decisions on the design and implementation of effective Sustainable Consumption and Production (SCP) programmes. This includes ensuring that decision-making and policies for SCP effectively integrate economic, environmental and social issues. Wider stakeholder engagement through promoting consultations and initiatives also contributes to gaining widespread support for SCP initiatives across the country. Ultimately, attention given to adequate communication and education to all stakeholders, including local communities, can further increase the likelihood of successful implementation.

Engaging with non-government stakeholders such as academia, non-governmental organizations (NGOs), business associations and other relevant institutions can help to assist the inter-ministerial coordination mechanism for SCP with data collection, research, implementation and resource mobilization. Stakeholders can also be invited to participate in a multi-stakeholder advisory group or steering committee on SCP.

The Global Network for Resource Efficient and Cleaner Production (RECPnet)

RECPnet is a global network of organisations that promote and implement resource efficient and cleaner production (RECP) services in business and industry (mainly Small and Medium Sized Enterprises (SMEs)). RECPnet members include mainly National Cleaner Production Centres and other RECP service providers. There are currently 74 member centres in 64 countries (full list available online). Their key activities include:

- Consultancy and Advisory Services with industry
- RECP assessments
- Energy and water audits including footprinting
- Greenhouse gases (GHG) quantification
- Carbon footprinting
- Chemical assessments
- Preparation for ISO and other standards
- Life-cycle analysis
- Technology assessments
- Capacity building
- System development for certification
- Waste management and responsible production
- Information Dissemination
- Training and Capacity Building
- Providing policy advice to national and local governments

These organizations can play an important role supporting national focal points to promote and establish conducive policies for promoting Sustainable Consumption and Production among industries and business in their countries. As a business intermediary organizations, RECPnet members can inform of market realities on the ground and help select right policy approaches and mixes. They can be also seen as key in policy implementation by informing SMEs about regulatory frameworks and providing technical expertise and capacity to respond to policy requirements and incentives.

10YFP Regional Stakeholder Focal Points:

SFPs are the channel for communicating the needs and challenges of their communities on Sustainable Consumption and Production (SCP) within the 10-Year Framework of Programmes and are expected to mobilize civil society organizations on the ground to support implementation and mainstreaming. The directory of Stakeholders Focal Points by region and Major Group is available online.

Tools for stakeholder mapping

A stakeholder mapping exercise makes it possible to identify and engage key individuals and organizations. This mapping further helps analyze the influence and level of support the stakeholders can provide towards Sustainable Consumption and Production policies or programmes.

The simple table below shows how to record the stakeholder analysis, which can then help clarify and prioritize who may be strong allies, adversaries or future partners:

- Those who have most influence but are least motivated on your priority issue(s), will be those who will require the strongest effort to secure constructive engagement;
- Those with the most influence and who are most in favor of your priority issue(s) are likely to be key allies.
- Those with high influence and who are neutral on your priority issue(s) could well be targets to become future partners.

This mapping tool can also be used to identify which Ministries to engage in the inter-ministerial coordination mechanism.

<table>
<thead>
<tr>
<th>ORGANISATION / STAKEHOLDER NAME (plus contact details)</th>
<th>HOW MUCH EXPERTISE DO THEY HAVE ON YOUR PRIORITY ISSUE(S)</th>
<th>HOW MUCH INFLUENCE DO THEY HAVE ON YOUR PRIORITY ISSUE(S)?</th>
<th>WHAT IS THEIR ATTITUDE TO YOUR PRIORITY ISSUE(S)?</th>
<th>HOW IMPORTANT IS YOUR PRIORITY ISSUE TO THEM? HOW MUCH WILL IT AFFECT THEM?</th>
<th>TOTAL SCORE/SUMMARY OF QUALITATIVE JUDGEMENTS (Highest = likely target)</th>
<th>LIKELY TO BE AN ALLY/OPPONENT/TARGET? (see criteria above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Sustainable Consumers Association (NGO)</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>12</td>
<td>Target</td>
</tr>
</tbody>
</table>
How to engage different stakeholders?

Identified stakeholders can be invited to participate in a multi-stakeholder advisory committee or steering group to inform the work of the inter-ministerial coordination group for Sustainable Consumption and Production, policy development, implementation and monitoring. A multi-stakeholder dialogue or roundtable, in lieu of or following the national inter-ministerial roundtable mentioned above, can be a helpful next step.²

Tips for planning for a multi-stakeholder dialogue or roundtable

A multi-stakeholder dialogue or roundtable on Sustainable Consumption and Production will help to communicate and coordinate action for implementation at the national level. When setting up this dialogue, here are some helpful things to remember:

- As a first step, set clear and concise objectives of what the dialogue/roundtable is going to address. Be sure to introduce these objectives at the very start of the session, so participants have a clear understanding of the purpose of the discussion.
- Posing key questions to frame or structure the dialogue/roundtable sessions will ensure a focused discussion - this will further ensure specific inputs are gained on different issues.
- Map participants based on areas of interest and expertise, making it easy after the dialogue to follow up with different participants to support particular actions and approaches.
- Document participants’ contact details, making it possible to set up a simple mailing list following on from the dialogue to ensure continued communication and engagement.
- Offering some funding for the travel and accommodation of participants might help to ensure a broad range of stakeholders from different communities can participate.

Support the design and implementation of national policies on Sustainable Consumption and Production

Many governments have started reflecting the adopted Sustainable Development Goals (SDGs) and targets in their national strategic plans. 10YFP National Focal Points, together with inter-ministerial coordination mechanisms on Sustainable Consumption and Production (SCP) where they exist, have a key role to play in ensuring priorities identified in Agenda 2030 are included in these, while being fully considered in strategic economic planning.

This section provides basic tools and resources to do this through scoping assessments, policy design for SCP and instruments that can be considered for implementation. There is no one type of approach and no single formula by which national SCP plans can or should be instituted. Every country needs to determine, for itself, how best to approach the development, implementation and monitoring of its plan considering the existing political, cultural, social, economic and geographical conditions.

² Planning for change, Guidelines for National Programmes on Sustainable Consumption and Production, UNEP, 2008
USING THE ‘POLICY CYCLE’ APPROACH

The Policy Cycle approach is a useful tool for policymakers and practitioners for designing and implementing successful SCP plans, at cross-cutting or sectoral level. To find further information on this cycle approach, check the suggested resources at the end of the section.

<table>
<thead>
<tr>
<th>STAGE IN THE POLICY PROCESS</th>
<th>STEPS TO BE TAKEN IN EACH STAGE</th>
</tr>
</thead>
</table>
| Problem framing and agenda setting | ▪ Discussion and identification of relevant environmental, economic and social goals  
▪ Identification and monitoring of topicality (public concern)  
▪ Identification of environmental degradation and socio-economic underperformance and inequality  
▪ Understanding of underlying causes of environmental degradation and socio-economic underperformance and inequality  
▪ Assessment of risk, uncertainty and knowledge gaps  
▪ Assessment of existing policy and institutional settings  
▪ Definition, framing and scaling of policy problems |
| Policy framing / design | ▪ Definition of specific policy objectives  
▪ Development of guiding policy principles  
▪ Construction of general policy statement  
▪ Selection of policy instruments, based on cost benefit analysis  
▪ Definition of measurable policy goals |
| Implementation | ▪ Planning of implementation  
▪ Planning of communication, education and information strategies  
▪ Progression of statutory, institutional and resourcing requirements  
▪ Establishment of enforcement and compliance mechanisms  
▪ Establishment of policy monitoring mechanisms |
| Monitoring and evaluation | ▪ Ongoing policy monitoring and routine data capture  
▪ Mandated evaluation and review process  
▪ Extension, adaptation or cessation of policy and/or goals |
This following diagram provides an overview of a Programme Development Process, which could be led by or coordinated with a national inter-ministerial coordination mechanism, and with the active participation of the 10YFP National Focal Point.
Critically, Sustainable Consumption and Production policies need to emphasize time frames beyond the electoral cycle and require balancing of short-term versus long-term goals, sometimes even generational timeframes.

A series of key publications and useful tools to support policy-making and implementation is available in the online resources of the toolkit, for instance:

  Contains an extensive compilation of definitions, case studies from all over the world, policy instruments, policy implementation processes, monitoring and evaluation methodologies and indicators. It also contains compelling data on both the impact of unsustainable consumption and production, and the efficiency gains to be made by mainstreaming sustainable consumption and production patterns.

  General objective of the Sustainable Consumption and Production toolkit is to support those policy makers and representatives of local and national administrations in Mediterranean countries, as well as all other interested stakeholders, willing to learn more about the approach and its implementation in the region. It provides a set of effective tools and instruments, case studies and lessons learned which can help build national frameworks on Sustainable Consumption and Production and integrate them into national and sectoral policies.

  Reviews government policies and business and civil society initiatives designed to help us move towards sustainable consumption and production. It looks at areas such as energy, transport and food, and at regional strategies and specific policies on waste management and energy efficiency.

  Provide advice to governments and other stakeholders on how to plan, develop, implement and monitor a national Sustainable Consumption and Production programme. The Guidelines are also useful to countries that already have a programme but are keen to improve and sustain the process.
SCOPING EXISTING RELEVANT POLICIES AND INITIATIVES TO IDENTIFY PRIORITIES AND ENTRY POINTS

Mapping existing and relevant policies and initiatives across sectors is a key step towards further coordination and development of integrated Sustainable Consumption and Production (SCP) policies or initiatives at national level. This initial scoping exercise will help identify a baseline, as well as the assets and policy entry points for a more strategic and holistic approach to SCP in the country.

In fact, countries have often designed and implemented many national policies and initiatives that either directly or indirectly support this shift to SCP. Particular areas or sectors where policy approaches may already be implemented often include: climate change mitigation, energy, food and agriculture, industry/manufacturing, transport, tourism, health, water, education and consumer safety/consumer rights.

What do we mean by “SCP-relevant” policies and initiatives?

As per the definition provided in Chapter 1 of the toolkit, “SCP-relevant” policies and initiatives are those promoting, encouraging or contributing to sustainable consumption and production. This includes policies and initiatives building on concepts and approaches that are closely linked to SCP, such as resource efficiency, circular economy, green growth, green economy, etc.

These policies and initiatives can be of very various kinds:

- **Frameworks and processes** (e.g. international agreements, bilateral agreements, strategic planning, action plans, enhancement of existing policies, new institutions/entities);
- **Analysis and assessment** (e.g. policy opportunity and impact assessments, hotspot analysis or life cycle assessment, collection of data or case studies, indicators);
- **Regulatory instruments and legal reforms** (e.g. laws, standards, enforcement measures);
- **Public and private investments** (e.g. investment programmes, procurement programmes);
- **Economic and financial instruments** (e.g. taxes and tax incentives, grants, preferential loans);
- **Production and value chain management** (e.g. integrated product policy, product/service design, production);
- **Partnerships and voluntary agreements** (e.g. multi-stakeholder partnerships, sectoral partnerships, codes of conduct, Corporate Social Responsibility (CSR) initiatives);
- **Information, awareness raising and education** (e.g. consumer information, eco-labels and certification, formal / non formal education, public / media campaigns);
- **Research and development** (e.g. research programmes, technology development);
- **Capacity building and technology transfer** (e.g. advisory services, trainings, best practices sharing, development of guidelines, toolkits, manuals).
This scoping exercise should aim to:

- **Evaluate ecological, economic and social impacts** of consumption and production patterns, particularly relating to cross cutting issues or sectors of high impact in the country;

- **Systematically research and analyze** recently completed and ongoing policies or initiatives, either cross-cutting or sectoral, as well as relevant ones at the international/regional level;

- **Evaluate compatibility** of those various existing policies or initiatives - some actions may impact negatively on the objectives of other actions and some actions may be repeated unnecessarily by different bodies;

- **Identify key stakeholders**, review enabling conditions to implement Sustainable Consumption and Production locally, clarify benefits and identify possible obstacles to overcome;

- **Identify possible priority / focus areas and policy responses** for an integrated approach at national level;

- **Further study good practices** on programme development and policy responses, for example guidelines and case studies developed by regional and international bodies.

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**The Global Survey on National Sustainable Consumption and Production Policies and Initiatives**

Established by the Secretariat of the 10-Year Framework of Programmes in 2015, the survey is to be conducted every two years in close cooperation with the National Focal Points to support governments to take stock and establish a baseline of national Sustainable Consumption and Production (SCP) policies and initiatives and identify opportunities for replication and scaling up, and to share experiences.

National Focal Points can use the survey to:

- **Coordinate with relevant ministries, institutions and stakeholders** at national level to collect and share information about SCP policies and initiatives, across all relevant sectors;

- **Strengthen the existing or initiate an inter-ministerial dialogue / cooperation mechanism** in their countries, promoting an integrated approach to SCP and sustainability;

- **Identify and more clearly define specific support needs** for the development and implementation of SCP policies and initiatives, to which the 10-Year Framework, its programmes and other means of implementation may respond;

- **Prepare for the development of an SCP Country Profile** on the Global SCP Clearinghouse (www.scpclearinghouse.org), to make national efforts visible worldwide.

National Focal Points can collect information across government ministries, public institutions and other stakeholders in many different ways: desk-based research, small focus group discussions and stakeholder interviews that can be as light or as in depth as their time and resources allow. The survey can also be completed by an analysis of ongoing initiatives led by non-governmental stakeholders, which can provide important resources in support of policy design, implementation and monitoring.

The questionnaire of the survey can be found in the online resources of the toolkit and sent back to the Secretariat at 10YFP@unep.org.
DESIGNING INTEGRATED POLICIES AND INITIATIVES FOR SUSTAINABLE CONSUMPTION AND PRODUCTION

Developing a National Action Plan for Sustainable Consumption and Production (SCP), linked to and building on existing policy frameworks and strategies (e.g. economy and finance, sustainable development, poverty eradication, climate change), is a key instrument to achieve policy integration across sectors. This is the reason why the development of such national plans has been suggested as the indicator to measure progress against the first target established under Sustainable Development Goal (SDG) 12.

National Action Plans for SCP integrate supply (production) and demand-based (consumption) instruments into a coherent strategy, connecting long-term vision to medium-term targets and short-term action. They are also aimed at the review of existing policies and initiatives through the lens of sustainable consumption and production, as well as at the development of new sectoral or issue-based plans and policies.

Many countries develop overarching plans with a five year interval as it is of key importance to integrate SCP into strategic economic planning and budgeting, not only relating to environmental protection but also relating to major economic development.

As other countries, Brazil chose to develop a dedicated national action plan as its main framework for achieving Sustainable Consumption and Production (SCP) overarching objectives. The plan, which is coordinated by a multi-stakeholder committee, established six priority areas of work for its first 4-year cycle. For its second cycle – 2016 to 2020 – ten thematic areas were identified, based mainly on their relevance to the implementation of the Agenda 2030 and the achievement of the Sustainable Development Goals and targets related to SCP.

Raquel Breda dos Santos, National Focal Point for Brazil, Director, Department of Sustainable Production and Consumption – DPCS, Secretariat of Institutional Articulation and Environmental Citizenship – SAIC, Ministry of the Environment

Another approach consists of integrating SCP into existing national action plans or strategies: for example, France and the UK have included SCP as a priority area in their national sustainable development strategies and Ethiopia, Jamaica and Mauritius have done the same in their national environmental action plans.

This diagram shows how developing a national programme can offer an opportunity to strengthen the sustainability elements of existing national strategies and potentially develop synergies between them.

The government of Honduras is starting the elaboration of its National Action Plan on Sustainable Consumption and Production with the support of UN Environment. This project will involve, following the “Planning for Change” methodology, consultation and socialization workshops, dissemination and outreach activities, and the organization of a national roundtable on Sustainable Consumption and Production together with a high-level political event that will ensure effective implementation of this initiative. The main goal of the project is to support the achievement of our society’s sustainability aspirations.

Ruth Xiomara Cubas Cantarero, Alternate National Focal Point for Honduras, Technical Coordinator of the National Council for Sustainable Development (CONADES)
IDENTIFYING POLICY INSTRUMENTS

Governments have at their disposal a range of policy instruments that can be used in order to influence consumption and production patterns. Once again, there is no ‘one fits for all’ solution, but given the cross-cutting and systemic nature of Sustainable Consumption and Production (SCP), adopting an integrated policy approach is highly recommended.

Policy tools or instruments are commonly divided into four key categories:

- **Regulatory instruments and legal reforms**- command and control.
- **Economic instruments**- incentives by adjusting costs and pricing.
- **Voluntary Agreements**- action through societal self-regulation.
- **Information based tools**- enabling informed choices.

From an SCP perspective, policy tools and instruments may target different stages of a good or service life cycle. However, it is absolutely key to the design of such policies that a holistic approach is taken and there is consideration of the full life cycle of goods and services. Combinations of policy tools or instruments need to be carefully considered and tailored to prevent environmental burdens being shifted to a different stage in the value chain.

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4 Most of this section is based on Sustainable Consumption and Production: A handbook for policy makers – Global Edition, UNEP 2015, which can be found in the online resources of the Toolkit.
Below is an example from the field of consumer goods manufacturing, demonstrating how different policy tool or instrument combinations can take account of each stage of the life cycle:

<table>
<thead>
<tr>
<th>LIFE CYCLE STAGE</th>
<th>EXTRATION OF NATURAL RESOURCES</th>
<th>MANUFACTURING AND PRODUCTION PROCESSES</th>
<th>PROVISION OF SUSTAINABLE PRODUCTS, SERVICES AND WORKS</th>
<th>PROCUREMENT AND USE</th>
<th>END-OF-LIFE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLICIES (STRATEGIES, PROGRAMMES AND ACTION PLANS)</td>
<td>Environmentally sound and sustainable agriculture strategy and action plan</td>
<td>National organic and sustainable farming strategy and action plan</td>
<td>National sustainable food industry strategy and action plan</td>
<td>National sustainable procurement strategy</td>
<td>National waste prevention and management strategies (focus on: separate collection and composting of municipal and agricultural waste, management of packaging waste)</td>
</tr>
<tr>
<td>REGULATORY INSTRUMENTS</td>
<td>Organic production standards</td>
<td>Food processing regulations concerning the wastewater nutrient load, CO₂ emissions and the use of chemicals, energy and water</td>
<td>National food hygiene regulations</td>
<td>Compulsory sustainable public procurement requirements</td>
<td>Package marking for easy separation, Eco-design to reduce packaging waste</td>
</tr>
<tr>
<td>ECONOMIC INSTRUMENTS</td>
<td>Subsidies for organic and sustainable farming</td>
<td>Green investment loans, including micro finance tax systems that promote water and energy efficiency and reduce the use of chemical pesticides and fertilisers</td>
<td>Subsidies for organic products</td>
<td>Rebates on organic and sustainably grown agricultural products</td>
<td>Charges to reduce and eventually avoid waste subsidies to encourage recycling of waste</td>
</tr>
<tr>
<td>COMMUNICATION INSTRUMENTS</td>
<td>Awareness-raising campaigns on sustainable production and standards for farmers</td>
<td>Guidelines and manuals for cleaner production</td>
<td>Labelling schemes: organic and fair trade, labels on nutrition issues</td>
<td>Sustainable product information portals</td>
<td>Campaigns and training on organic waste separation, collection and composting</td>
</tr>
<tr>
<td>VOLUNTARY PROCEDURAL INSTRUMENTS</td>
<td>Voluntary standards (such as the Marine Stewardship Council for fisheries)</td>
<td>Platform on nutrition and exercise for sustainable lifestyle</td>
<td>Retailer forums on sustainable products and services</td>
<td>Forum for encouraging procurement of organic and sustainably grown products</td>
<td>Agreements on waste prevention e.g. food waste or packaging</td>
</tr>
</tbody>
</table>

Source: Switch Med SCP Policy Toolkit, UNEP/MAP, 2014
Regulatory instruments and legal reforms

Regulatory tools - for example laws, standards and enforcement measures - are sometimes referred to as ‘command and control instruments’. Regulations can mandate or prohibit specific behaviors or the use of a certain technology or define a level of sustainability performance to be achieved. They need to be used together with mechanisms for monitoring and sanctioning in order to ensure compliance. These tools are often used as a basis for environmental policy-making worldwide.

Regulations that are of relevance for Sustainable Consumption and Production (SCP) can be divided into the following three general categories:

- **Environmental quality standards** specify a minimum desired level of environmental quality, or the maximum level of pollution of a certain medium.

- **Technical/emissions standards** specify either mandatory technical equipment to be used in certain applications, or maximum levels of emissions or resource consumption for specific products or systems.

- **Restrictions and bans** refer to the direct limitation of an undesirable behavior or technology, or restrictions on the sale or use of certain products/substances with negative environmental and health impacts.

Economic instruments

Economic instruments can encourage or discourage certain behaviors and practices through offering economic incentives. It is now widely recognized that prices for goods and services, set by the market currently do not properly reflect environmental and social costs. They often send wrong signals to market actors, encouraging overconsumption of natural resources, low levels of efficiency and unnecessary pollution. Governments are in a unique position to change these incentives so that the short-term self-interests of producers and consumers are better aligned with the long-term social objective of sustainable development.

In the context of SCP, key economic measures can include:

- **Adjusting prices through policy interventions**, so that environmental and social costs are to some extent reflected in the prices of materials and products. Such internalization of societal costs can be achieved through taxes or use charges, with supporting policy to ensure the poor’s access to resources for their basic needs;

- Facilitating the adoption of cleaner and more resource efficient technologies and practices through subsidies, soft loans and tax reductions;

- ** Tradable permit schemes** allow market players to buy and sell permits to extract or use a specified amount of a resource or to emit a certain amount of a pollutant. These can be used in order to achieve a fixed environmental target, such as a maximum amount of air emissions, in a cost efficient way;

- **Deposit-refund schemes** provide an economic incentive for the user of a product to return it to designated collection points at the end-of-life. Consumers pay an extra amount of money (a deposit) at the point of purchase but gets the money back (a refund) when the product is returned.

To ensure the effectiveness of all these economic measures it is important to work closely with a number of government ministries. Engaging finance ministries in particular will help to develop and implement viable economic measures to support Sustainable Consumption and Production.
Voluntary agreements

Voluntary agreements aim to promote environmental improvements through voluntary action. This usually implies that companies and organizations make commitments that go beyond legal requirements.

For example, Organization for Economic Co-operation and Development (OECD) distinguishes four types of voluntary agreements:

- **Unilateral commitments** made by polluters or resource users.
- **Private agreements** between polluters or resource users and those who are negatively affected.
- **Negotiated agreements** between industry and a public authority, which can include legally binding obligations.
- **Voluntary programmes**, in which participating firms agree to standards (related to their performance, their technology or their management) which have been developed by public bodies or developed with the private sector, including to support transparency in sustainability reporting.

Management standards such as the ISO 14000 series can also be understood as voluntary agreements of the first type. While such standards are not strictly policy tools, they can be used for example by requiring that all major suppliers to governmental agencies be certified.

Information-based tools

On a general level, information tools are intended to provide knowledge on the environmental performance of certain goods, services or systems in a standardized manner so that stakeholders, such as consumers and investors, can make better informed choices. Information-based policy tools have become more popular in recent years, partly because of the IT revolution which has decreased the costs of information dissemination. This is a very diverse group, but two basic clusters can be distinguished:

- **The government provides information to various actors, a targeted group or society at large.** This can range from very general information on overall policy objectives, such as to increase energy efficiency in Small and Medium Enterprises (SMEs) over the next five years, to highly specific and targeted information, such as technical training for SMEs on how to improve energy efficiency;

- **The government requires certain stakeholders to provide certain information**, otherwise known as information disclosure, such as data on emissions of toxic substances from production facilities or on energy consumption of products during the use phase.

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6 The ISO 14000 family of standards provides practical tools for companies and organizations of all kinds looking to manage their environmental responsibilities. ISO 14001:2015 and its supporting standards such as ISO 14006:2011 focus on environmental systems to achieve this. The other standards in the family focus on specific approaches such as audits, communications, labelling and life cycle analysis, as well as environmental challenges such as climate change: http://www.iso.org/iso/iso14000

MEASURING IMPACTS

Monitoring and evaluation is key to assessing the outcomes delivered by Sustainable Consumption and Production policies and initiatives - it is therefore a central component of the policy cycle. Ongoing monitoring and evaluation of a policy or programme should always be undertaken to enable learning and enhance performance throughout implementation, and to further ensure the accountability of parties involved. This process of monitoring should also evolve as better methodologies and data become available, and be updated as the policies are continuously improved.

SCP indicators in the context of the Sustainable Development Goals (SDGs)

SCP indicators are needed to monitor the interface between the economy, environment, and society, and the resource use, pollution and waste that results from consumption and production activities. They can indicate whether a society’s consumption and production patterns are becoming more sustainable and ultimately bring about more equitable and sustainable development. These indicators are inextricably linked to broader sets of SDG indicators on environment and sustainable development, including poverty reduction.

**Indicators are an important tool for stimulating debate and focusing attention. What goes unmeasured is often ignored.** *(Planning for Change, UNEP, 2008)*

The achievement of the 2030 Agenda for Sustainable Development, SDGs and their targets will be dependent on countries translating these globally agreed objectives into tangible and measurable indicators. It will also require institutional capacity to apply these measurements effectively. Both identifying appropriate SCP indicators and effectively producing and reporting them poses important challenges for governments.

On 6th March 2015, at its forty-sixth session, the United Nations Statistical Commission created an Inter-agency and Expert Group on SDG Indicators (IAEG-SDGs), composed of Member States and including regional and international agencies as observers. The IAEG-SDGs provided a proposal for a global indicator framework (and associated global and universal indicators) for consideration by the Statistical Commission at its forty-seventh session one year later.


The indicators for SDG 12 suggested by the IAEG-SDGs, and subsequently adopted by Member States, highlight the importance of policy design and implementation for SCP, as well as of institutional strengthening. The suggested indicators are as follows:

- **12.1.1** Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or target into national policies.
- **12.2.1** Material footprint, material footprint per capita and material footprint per GDP.
- **12.3.1** Global food loss index.
- **12.4.1** Number of parties to international multilateral environmental agreements on hazardous and other chemicals and waste that meet their commitments and obligations in transmitting information as required by each relevant agreement.
12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment.

12.5.1 National recycling rate, tons of material recycled.

12.6.1 Number of companies publishing sustainability reports.

12.7.1 Number of countries implementing sustainable public procurement policies and action plans.

12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment.

12.a.1 Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies.

12.b.1 Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools.

12.c.1 Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels.

Developing national level indicators

Formulating well-articulated guiding principles creates common understanding of objectives or targets, and ensures transparency and accountability across the policy community. Indicators of Sustainable Consumption and Production should generally take account of social, economic, environmental, international and sometimes institutional issues. It is important to first consider who will be the end users of the indicators, for example the government or the general public, as this affects the final framework. A strategy to communicate the indicator results should also be considered early on in the development process.

Even though these indicators are still being developed and reviewed at a global level, it is necessary to start identifying the capacity requirements and needs at the country level to monitor and report progress towards achieving more sustainable consumption and production patterns. This early identification of capacity requirements will also help strengthen the readiness for measuring progress towards sustainable development.

Key criteria for Sustainable Consumption and Production indicators

- Encourage systemic transition/ transformation/ innovation
- Be SMART (Specific, Measureable, Attainable, Relevant and Time bound)
- Reflect a widely recognized concern
- Based on conceptually sound calculation methodologies
- Based on data that is available or easily obtainable, reliable and updated regularly
- Possible to construct time-series to observe trends
- Sensitive enough to detect changes over the short or mid-term
- Should provide a reasonably up-to-date picture of the situation
- Easy to understand and communicate also to non-experts
Sustainable Consumption and Production indicators can be used by governments for a number of different purposes, including:

- **Monitoring progress towards a political objective**: when indicators are used in this way there is often a target to be achieved within a certain time frame. An example could be that by 2018 products meeting certain sustainability criteria should make up 20 per cent of the government’s procurement.

- **Monitoring trends in areas of key relevance to Sustainable Consumption and Production**: in such cases where no targets have been set, the government may find it useful to monitor changes in important areas of consumption and production, especially those of high environmental and social significance.

- **Benchmarking against patterns of consumption and production in other countries**: comparisons with other countries can be of value in the policy process to identify countries’ comparative performance, and areas that require new or stronger policies. One needs to be aware that statistical definitions may differ - comparing indicators between countries without checking that definitions are similar can lead to erroneous conclusions.

- **Raising awareness and improve accountability**: selected indicators may be suitable for regular reporting to society at large. They can provide information on whether or not the country is moving towards more sustainable patterns of consumption and production. Reporting regularly to the public also helps in improving the accountability of policy making.8

Ultimately, for governments the process of identifying objective, SCP-related indicators is key to mainstreaming the objective of shifting to Sustainable Consumption and Production (SCP) patterns in policy frameworks. The process can help government bodies in charge of different policy domains to form a shared vision on the meaning and objectives of SCP, thereby contributing to improved policy coherence. An inter-ministerial coordination mechanism can help to lead and facilitate this process.

In the pages which follow, some regional examples of experience and work on indicators are provided. However, it is clear that with the adoption of the Sustainable Development Goals (SDGs) and their associated indicator set this global framework will guide much future work on the development and application of indicators, including those for the SCP-related targets of the SDGs. A recent publication, co-authored by Sweden Statistics and the Chilean Ministry of Environment, provides some suggestions on how SCP-related indicators for the SDGs could be further developed, and also on the capacity building requirements for the successful compilation and application of such indicators. This analysis will also inform the ongoing work the Secretariat of the 10-Year Framework of Programmes on developing indicators to monitor the effectiveness of the Framework in building capacity for the shift to SCP patterns. The results of that work will be added to this toolkit as they are completed.

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8 UNEP, 2008, Planning for change, Guidelines for National Programmes on Sustainable Consumption and Production p. 66
There are a large number of environmental and sustainability indicators available that can be used to analyze performance at the country level. Here are some key publications and tools that can be found in the online resources of the toolkit:

- **Report of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (Revised),**

- **Monitoring the Shift to Sustainable Consumption and Production Patterns in the context of the SDGs,**
  Statistics Sweden, Ministry of Environment, Chile, 10YFP Secretariat, 2016

- **Indicators and a Monitoring Framework for FfD: Proposals for Follow-up and Review of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,**
  Sustainable Development Solutions Network, 2016

- **Sustainable Consumption and Production Indicators for the Future SDGs,**
  UNEP, 2015

- **Indicators for a Resource Efficient and Green Asia and the Pacific - Measuring progress of sustainable consumption and production, green economy and resource efficiency policies in the Asia-Pacific region,**
  UNEP, 2015

- **Indicators and a Monitoring Framework for Sustainable Development Goals: Launching a data revolution for the SDGs,**
  Sustainable Development Solutions Network, 2015

- **Indicators for a Resource Efficient and Green Asia,**
  UNEP (SWITCH-Asia Regional Policy Support Component), 2013

- **Moving Towards a Common Approach on Green Growth Indicators.**

- **Planning for change,**
  UNEP, 2008

- **Progress in Sustainable Consumption and Production in Europe,**
  ETC/SCP working paper 1/2011
Mobilizing resources

This chapter provides guidance for how National Focal Points can mobilize resources for Sustainable Consumption and Production (SCP) and the implementation of the 10-Year Framework of Programmes on SCP at the country and regional level, including through the 10YFP Trust Fund. A detailed overview is also provided on how to develop high quality project proposals.

IDENTIFYING RELEVANT COOPERATION AND FINANCING MECHANISMS

The Secretariat of the 10-Year Framework of Programmes has developed an ‘Inventory of Relevant SCP Cooperation and Financing Mechanisms’ to support the role of National Focal Points and all stakeholders in mobilizing resources. Due to be updated on a regular basis, the main objectives of this inventory tool are to:

- Provide a common database of relevant cooperation and financing mechanisms, to share fund-raising opportunities with partners in the 10-Year Framework of Programmes;

- Enable stakeholders to identify more easily cooperation opportunities and non-traditional financing mechanisms;

- Provide intelligible knowledge of the broad spectrum of potential financing sources for SCP activities and to highlight the eligibility criteria and information required by such sources.

This inventory tool identifies financing sources by different criteria, for example eligibility, geographic coverage, sector focus, objectives / activities, delivery mechanisms and funding scale. It will be soon be available on the new Global SCP Clearinghouse in the form of a user-friendly and searchable database.

The inventory is not exhaustive and is a ‘living’ document that is regularly updated by the Secretariat of the 10-Year Framework of Programmes. Please share with the Secretariat (katie.tuck@unep.org) information on financing mechanisms that could support implementation! Please also share any recommendations you have to make this more user friendly, and effective as a tool for mobilizing finance.
10YFP TRUST FUND AND CALLS FOR PROPOSALS

Responding to the request of the international community, UN Environment has been mandated to administer a Trust Fund under the 10YFP to mobilize voluntary contributions from multiple sources, including public and donor contributions, the private sector and other sources. The Board of the 10-Year Framework of Programmes oversees the operation and project approval process of the Secretariat.

The function of the 10YFP Trust Fund is to receive and mobilize resources in a stable, sustained and predictable manner to develop Sustainable Consumption and Production (SCP) programmes in developing countries and countries with economies in transition, as appropriate, and to promote the transparent allocation of resources.

Open calls for proposals under the 10YFP Trust Fund

The Secretariat organizes open and inclusive calls for proposals under the 10YFP Trust Fund on a regular basis. Several calls for proposals, each of them focused on one of the programmes of the 10-Year Framework, have been conducted to support catalytic projects on the ground. In June 2016, 25 projects had been identified and selected through those calls to receive funding from the 10YFP Trust Fund, taking into account the need to ensure regional balance. In addition more than 30 project proposals, while currently not able to receive funds due to limited resources, have been evaluated as high quality proposals and have been formally endorsed. The objective is to support those who developed these high quality proposals in their fund raising efforts.

Who can apply / implement projects and what is the role of the National Focal Points?

- **Applicant:** any regional, national, local governmental institution/agency (or subsidiary body) from a developing country or economy in transition, or any not-for profit civil society, scientific or technical organizations, with an institutional presence in developing countries or economies in transition;

- **Executing agencies:** UN agencies and other inter-governmental organizations (IGOs), not-for-profit organizations, governmental institutions and agencies from developing and developed countries;

- **For profit organizations** cannot apply for Trust Fund projects nor be ‘executing agencies’, but can be engaged in project implementation if they provide the necessary human, technical and/or financial resources.

National Focal Points should be consulted on the project proposal when the applicant is a governmental institution or agency (or subsidiary body) of their country. They should also receive the proposal for their information when the applicant is a not-for-profit civil society organization from their country.
What are the eligibility criteria for project proposals to be considered?

- **Duration**: between 12 to 24 months;
- **Amount**: USD 100-200k;
- **Scope**: national, sub-regional or regional level (including multi-country projects);
- **Objectives**: contribute to meeting the goals and principles of the 10-Year Framework of Programmes, as well as to the three pillars of sustainable development;
- **Submission**: the proposal shall be described in a simple common format, as provided by the Secretariat.

How are project proposals evaluated and selected?

Project proposals are evaluated against two sets of complementary criteria and an established evaluation matrix:

- **The 11 generic criteria** established by the international community for programmes in the 10YFP mandate A/CONF.216/5:
  1. Contribute to meeting the goals and principles of the 10YFP, as well as to the three pillars of sustainable development (eligibility criteria)
  2. Respond to national and regional needs, priorities and circumstances
  3. Be based on life cycle approaches, including resource efficiency and sustainable use of resources, and related methodologies
  4. Be based on a solid scientific and policy knowledge base
  5. Be transparent
  6. Be consistent with international obligations
  7. Encourage the involvement of all relevant stakeholders
  8. Consider the use of a mix of efficient instruments
  9. Have established clear objectives and measures of success
  10. Promote synergies with work in similar areas
  11. Be described in a simple common format provided by the Secretariat (eligibility criteria)

- **Technical criteria for specific themes or sectors**, established in close consultation with the programmes of the 10-Year Framework and specific to each call.

A short list of eligible recommended project proposals based on **combined evaluations (generic and technical criteria)**, ensuring regional balance, is submitted to the 10YFP Board for final decision. A second short list of high quality project proposals is also submitted to the Board for endorsement.

The full guidelines of the 10YFP Trust Fund calls for proposals are available in the online resources of the toolkit.

Distribution of eligible project proposals per region in June 2016

Donors, the private sector and others are encouraged to contribute to the 10YFP Trust Fund, providing general support to implementation, as well as support to specific programmes and initiatives responding to the national and regional priorities of developing countries. Financing for the Trust Fund should not be provided at the expense of other high priority sustainable development activities being carried out by UN bodies.
DEVELOPING HIGH QUALITY PROJECT PROPOSALS – TIPS AND GUIDANCE

There are several key elements required for developing successful project proposals, though the information required and provided in a project proposal varies according to the terms and objectives of the funding source or organization. Ultimately, a proposal needs to clearly respond to the needs that are outlined in the call for proposals and provide as much evidence as possible. The information outlined in this section provides some tips and guidance for completing a successful funding proposal. In general, it is recommended to show how the project can contribute to the achievement of the Sustainable Development Goals (SDGs) and more specifically, Sustainable Consumption and Production (SCP) related-targets within those goals.

1 - The summary of the project proposal should be as concise as possible and include an overview of the most compelling points contained in the proposal

- Rationale of the project (why is it needed?);

- Objectives (what is the project going to change?) and impacts (what are the expected benefits, how is the project going to support the achievement of the SDGs?);

- Activities and deliverables to be developed to meet the objectives (e.g. training, publication, etc.);

- A brief description of the organization or institution applying for funds;

- Brief information on how the funds will be used and disbursed.

2 - Project objectives

This section should provide specific information on why the proposed project is needed and what it will accomplish in terms of results and impacts. Details should include:

- Rationale or justification for the project (why is the proposed project needed and does it respond to needs that have been expressed by its beneficiaries or target audience);

- Specific challenge(s) that the project will seek to address;

- Overall objective of the project and expected outcomes of the proposed project (what will the proposed project change, what difference it will make, especially with regards to agreed SDGs and SCP-related targets?).

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America</td>
<td>26%</td>
</tr>
<tr>
<td>Asia</td>
<td>45%</td>
</tr>
<tr>
<td>Africa</td>
<td>24%</td>
</tr>
<tr>
<td>Europe</td>
<td>5%</td>
</tr>
</tbody>
</table>
For each of these points listed above, where possible references should be provided for researched and published information that can help to justify and show evidence for the project rationale. These references could include scientific and academic journals, materials from national governments and/or credible international organizations, both governmental and non-governmental.

3 - Stakeholders analysis and engagement

Stakeholders should include any individual or group who is likely to affect, or be affected by, the project implementation and its outcomes, either negatively or positively. A proposal should always identify the stakeholders that are affected by and can be involved in the project.

Once the objectives of the project are broadly specified and a range of stakeholders are identified, it is important to analyze what their relative roles, needs and responsibilities could be. Stakeholder consultations should be conducted to better understand problems, barriers, risks and feasibilities, and to inform the design of the project overall.

Below are a number of key questions to ask to identify the best responses and risk mitigation strategies with regards to stakeholders:

- What are the social consequences of the project—who will benefit or be impacted negatively, and how?
- What is the broad social, environmental, political, economic and technical context?
- Are there existing or potential conflicts of interest?
- What do stakeholders expect of the project and associated outcomes?

The types of stakeholders that it could be important to include in a successful Sustainable Consumption and Production project could include:

- Government institutions which can include a variety of ministries, local authorities
- Business sector - Small and Medium Enterprises (SMEs)
- Local communities and civil society
- Chambers of Commerce
- Partnership/Network/Consortium
- Public institutions
- Academic institutions/Research Centers
- National Cleaner Production Centers (NCPCs) and other business intermediaries
**4 - Project components and main activities**

A project component is a cluster of activities that correspond to a specific objective of the project. Before going through the implementation plan, a short paragraph will be required to outline the different project components (including summary of the objective and expected outcomes, corresponding activities and deliverables, and expected results/impacts, timeframe and total budget).

**5 - Implementation plan and project activities**

This section should provide as much information as possible on the proposed project activities and explain clearly how these activities will ensure that the project achieves its objectives and expected outcomes, while addressing the requirements outlined in the call for proposals. The section should also list the sequence of the activities, identifying what will be done, by who, and when (starting date/ending date). It should show a clear methodology and include necessary consultations with relevant stakeholders.

**Developing a Project work plan**

This simple table can be used to layout a project work plan that will help to ensure the objectives of the project are successfully reached.

<table>
<thead>
<tr>
<th>OBJECTIVE OR EXPECTED OUTCOME</th>
<th>ACTIVITY / HOW</th>
<th>RESPONSIBLE PARTNER</th>
<th>SUCCESS MEASURES</th>
<th>TARGET DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**6 - Targeted beneficiaries**

This section should list the potential beneficiaries, for example countries, cities, organizations, institutions, consumers, governments, students etc. A brief description of how and to what extent the targeted audience could benefit from the project should be included here. It is also useful to indicate how the beneficiaries will be integrated in the project design so as to illustrate how the project will ensure a response to their specific needs.

**7 - List of partners**

This section lists the different potential partners of the project and provides background information on the partners, including experience in Sustainable Consumption and Production and other similar projects. If applicable, it is relevant to mention in this section any co-financing that is provided by the partners.

**Choosing partners**

Choosing the right partners can be based on a number of factors, including:

- Can they influence our target objective?
- Do we have shared interests and objectives?
- Does the partner bring access to networks?
- Do they increase the legitimacy, credibility and effectiveness of the project?
- Do they bring evidence, knowledge or technical expertise?
- Do they bring other resources to the initiative?
- Do they have global, regional, national or local presence?
- Are their strengths and abilities complementary to ours?
8 - Budget and co-funding if any

In this section, a detailed project budget must be provided. The budget must be broken down by category of expenditure or by project components and activity, which will be dependent on the funder or donor. Typical usage of funds and category of expenditures might include:

- Programme management, including staff, office, and travel expenses;
- Engineering services and/or other technical assistance;
- External consultants;
- Marketing and promotion of the project;
- Training;
- Evaluation and monitoring.

9 - Expected results and measurement of impacts

A project proposal should clearly state the specific results that the project aims to produce. The expected results are significant changes which will have occurred by the end of the project, considering the three pillars of sustainable development - environmental (resource efficiency, reduction of GHG, reduction of pollution and waste, etc.), social and economic (job creation, gender equality, economic performance, etc.), at the local, national and/or global level.

Measuring impacts

It is very important for a project proposal to include information about how the results and impacts will be measured: what are the indicators selected to measure the results of the project? What methodology will be used? Is the data already available and if not how will it be collected? Who will be responsible for measuring impacts? How do these relate to the relevant SCP-related targets of the Sustainable Development Goals (SDGs)?

KEY QUESTIONS TO ANSWER

<table>
<thead>
<tr>
<th>SPECIFIC</th>
<th>MEASURABLE</th>
<th>ACHIEVABLE</th>
<th>RELEVANT</th>
<th>TIME-BOUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does it have a clear definition?</td>
<td>Is it straightforward to understand</td>
<td>Can it be easily generated without complex calculations</td>
<td>Is it easy to measure?</td>
<td>Do we have or can we collect the data required?</td>
</tr>
<tr>
<td>Can it be easily generated without complex calculations</td>
<td>Can the measurement be defined in an unambiguous way?</td>
<td>Can the project/team actually influence it?</td>
<td>Do we understand the drivers that are behind it?</td>
<td>Can we take steps to mitigate the impact of drivers beyond our control?</td>
</tr>
<tr>
<td>Can the project/team actually influence it?</td>
<td>Can it be measured?</td>
<td>Is it relevant to the project as a whole?</td>
<td>Does it support the higher level targets?</td>
<td>Is it aligned with the strategy and objectives of the institution?</td>
</tr>
<tr>
<td>Can it be measured?</td>
<td>Is it relevant to the project as a whole?</td>
<td>Does it support the higher level targets?</td>
<td>Is it aligned with the strategy and objectives of the institution?</td>
<td>Can it be measured at a frequency that will allow us to solve problems within the reporting cycle?</td>
</tr>
<tr>
<td>Is it aligned with the strategy and objectives of the institution?</td>
<td>Can it be measured at a frequency that will allow us to solve problems within the reporting cycle?</td>
<td>When will we measure it?</td>
<td>2-3 INDICATORS MAX. PER OUTCOME</td>
<td></td>
</tr>
</tbody>
</table>
10 - Managing risks

No matter how much detailed planning goes into a project, there are still a number of risks that can be faced. To identify potential risks, it is important to conduct research at the start of project planning. Consider the possible barriers to success, tight timescales and other stakeholders’ or partners’ activities that might have an impact on the project. Once these risks are identified, it will be important to explain how the risks can be managed - considering the likelihood of a possible threat occurring and the impact that it might have on the activities and successful implementation of the project.

11 - Sustainability and replication

This section of the proposal should highlight actions to be taken before, during and after the completion of the project to ensure that the project and impact continues once the funds have been disbursed. This section should also provide information on the possibility to replicate the project in other regions or countries after completion.

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The major types of risks that could be encountered in a SCP project include:

- Policy: are government policies and regulations creating good conditions and changing the climate in favor of the development of the project?
- Market: will the market accept the project/innovation/technology?
- Technology: will the proposed technology work as expected?
- Political risk: will any changes in government structure negatively influence project implementation?
- Co-financing: will the anticipated co-financing be available when needed and as expected?
- Implementation: considering all of the above, will the implementation be completed within the specified time and budget?
ABOUT THE 10-YEAR FRAMEWORK OF PROGRAMMES ON SUSTAINABLE CONSUMPTION AND PRODUCTION

The 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) is the global framework for action to shift towards sustainable consumption and production (SCP), in both developed and developing countries, adopted by the international community at the Rio+20 Conference in 2012. The central role of this framework in achieving the shift toward sustainable patterns of consumption and production is also affirmed in Agenda 2030 for Sustainable Development, with a specific target of the Sustainable Development Goals (12.1) calling for its implementation.

This 10-Year Framework generates collective impact through multi-stakeholder programmes and partnerships, which develop, replicate and scale up policies and initiatives conducive to the shift towards sustainable consumption and production patterns at all levels. The framework fosters knowledge and experience sharing, and facilitates access to technical and financial resources, especially for developing countries. UN Environment serves as the Secretariat of the 10-Year Framework of Programmes on Sustainable Consumption and Production.

For more information, visit www.unep.org/10yfp