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MID-TERM EVALUATION OF THE PROJECT

"ENABLING RESPONSIVE, COHERENT AND INCLUSIVE SUPPORT TO THE IMPLEMENTATION OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT"

THE INTEGRATED REPORT

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Table of Contents

Executive Summary 3

1. Overview of the Project 6

2. Objectives and Methodology 9

3. Key Findings 12

4. The Proposal for Actions 22

Annex 1: List of people interviewed and consulted 27

Annex 2: Agenda of the session with the Project team 28

Annex 3: Project Timeline, with deliverables 29

Annex 4: MTE Assessment Report 34

Annex 5: Paths Forward Report 67

Annex 6: MTE Inception Report 82

Annex 7: Terms of Reference for the MTE 105

Executive Summary

The Integrated Report presents the results of the Mid-Term Evaluation (MTE) of the UNDP Project "Enabling responsive, coherent and inclusive support to the implementation of the 2030 Agenda" (henceforth, the Project). The MTE was done in parallel with a full-scope audit of the Project, so it minimized duplications while also incorporating additional analyses, including on micro-narratives, the Theory of Change, and the Business Model. The MTE was conducted by Nenad Rava (Consultant), in close collaboration with the Project team, in the period 16 July – 27 September 2018.

The MTE methodology had two main components: a) retrospective analysis focusing on the results to date, and b) prospective analysis, that built on lessons learned from the past by applying a modified foresight method. The two MTE components were addressed in an iterative manner and they share main sources of data and information. However, they are based on different evaluation perspectives (feedback vs. feedforward) and they apply different methods of data collection and analysis.

This led to preparation of 2 separate, but interwoven, reports:

1) Assessment Report, for the retrospective analysis, and
2) Path Forward Report, for the prospective analysis.

Detailed reports are included in the Annexes, with key inferences, conclusions and recommendations presented in the Integrated Report. The Integrated Report includes also an overview of the Project, MTE methodology (as approved in the Inception report, also in the Annex), and the Proposal for Actions, which consolidates recommendations into practical next steps.

The Project has been considered innovative and demand-driven, but what makes it unconventional is the iteratively and flexibly mode of implementation focusing on the Sustainable Development Goals, which represented a new, transformative agenda. For such projects, conventional assessment criteria do not provide meaningful inferences that would properly reflect actual results and the practical contribution in diverse very dynamic contexts. Instead, this MTE searched for the evidence of 'balancing acts'. These 'balancing acts' are instances in which the Project managed to perform in a flexible and iterative manner, but also ensured that basic requirements of its formal project framework are satisfied. The success would need to include adequate responses to external dynamics, but also ensuring consistency of Project objectives and intentions. The Project would be expected to maintain boundaries amongst Project elements (e.g. Outputs), but still make them sufficiently fuzzy to allow for interaction and cross-fertilization. Hence, there would be a 'structure', but more diffuse and more agile than in conventional projects. Furthermore, success would be measured in terms of systemic design of a Theory of Change and its adequate application in real-life situations. A Results Framework would still be

required, but its outcomes, outputs, indicators, and targets would be based, at least to some extent, on emergent processes and iterative programming.

Based on above criteria, the Consultant concluded that the Project achieved the score 4 (out of maximum 5). It was highly flexible; it responded to emerging demands; and it evolved successfully by continuously learning and improving in diverse contexts. It leveraged as its main strength what might be considered a weakness in conventional projects. Nevertheless, the Project did not sufficiently balance out its iterative nature and the formal project framework. The Project increased its scope without accompanying it with the capacity that would facilitate sustaining quality results. It also could have done more to systematize its approach in individual Outputs and to the interaction amongst them.

In order to better understand the circumstances, the assessment took into consideration a number of factors that constrained Project implementation. Inter alia, those included: a lack of explicit and elaborated Theory of Change; inadequate Results framework; challenges in resource mobilization and funding predictability; and weak business model (in particular, the operating system). Despite that, it seems remarkable that the Project achieved such high volume of deliverables and provided quality services to beneficiaries in very diverse contexts - while also producing a multiplicatory effect for overall MAPS approach at global, regional and country levels. Some of the main factors for the success, as validated by stakeholders, had to do with: enthusiasm and inner drive of the Project team; commitment and support by the leadership; UNDP allowing for flexible implementation of the Project; and partnerships at global, regional and country levels, within UNDP and with other UN Agencies.

Furthermore, it was concluded that there was a discrepancy between general and specific dimensions of the Project's success. At the general level, the Project has gone beyond what might have been considered possible at its launch. For instance, the number of MAPS missions and engagements[1] seems to have exceed the capacity of the Project, especially, given it was operating in an "uncharted territory". It is also surprising that the Project ensured a convergence of micro-narratives regarding the Project's purpose, while it kept increasing its scope, engaging in very diverse contexts, and evolving its approach and implementation mechanisms. At the more specific level, the Project manifested a considerable degree of fragmentation and adhocracy within and across its Outputs.

Ultimately, the Project should consider:

1) Designing a more adequate and sufficiently flexible Theory of Change, with a supporting Business Model;
2) Being more pre-active then reactive and proactive in relating to country needs and demands; and

[1] Please note that the MAPS missions were not even part of the project design. Instead, the demand-driven and opportunistic nature of the project permitted such innovations as the opportunity presented itself.

3) Introducing mechanisms for a more systematic response to changing contexts and circumstances, without falling-back to the conventional linear project approach that would undermine its main strengths of flexibility, innovation, and iteration.

The conclusions and recommendations of the overall MTE led to formulation of the following short-term Actions:

- ⇨ <u>By the end of 2018:</u>
  - Action 0. Decide on the project modality
  - Action 1. Scope the Project
- ⇨ <u>By early 2019:</u>
  - Action 2. Upgrade the Theory of Change
  - Action 3. Change the Results Framework
  - Action 6. Improve the financial model
  - Action 7. Structure the support and systematize the toolkit
- ⇨ <u>By mid-2019:</u>
  - Action 4. Improve Value Propositions and how those are communicated
  - Action 5. Improve key business processes and the overall operating system

1. Overview of the Project

The Member States of the United Nations (UN) adopted a new global development framework entitled "Transforming Our World: 2030 Agenda for Sustainable Development" in September 2015. It came into effect upon the expiry of the Millennium Development Goals (MDGs) on 1 January 2016, and will run until end of 2030. This universal agenda calls for an integrated approach to sustainable development and collective action, at all levels, to address the challenges of our time, requiring coherent integrated support from the UN system. At the core of the 2030 Agenda are 17 Sustainable Development Goals (SDGs) with 169 targets. The SDGs are considered integrated and indivisible, and they balance economic, social, and environmental dimensions of the overarching sustainable development, while emphasizing reaching those "furthest behind" (as reflected in the Leaving No One Behind (LNOB), or the "last mile" development). Following the adoption of the 2030 Agenda, demands from Member States was immediate, massive and urgent. Even before the official entry into force of the 2030 Agenda, 95 UN Country Teams (UNCTs) had already received requests from governments for support.

To respond to the growing demand, UNDP developed the project "Enabling responsive, coherent and inclusive support to the implementation of the 2030 Agenda", which is running from 1 January 2016 until 31 December 2020. It builds upon UNDP's experience with and lessons learned from "Post-2015 Development Agenda: Open and Inclusive Consultations". That project facilitated a multi-agency global conversation to inform the drafting of the 2030 Agenda and to support Member States with the final phase of implementation of the previous MDGs.

UNDP designed this project to be responsive, flexible and iterative in order to provide the support to developing formal structures, partnerships, capacities and strategies for making the 2030 Agenda actionable at global, regional, and country levels. The project operates in an environment that is characterized by complex and turbulent internal and external dynamics. Internally, the UNDP (including, through its 2018-2021 Strategic Plan) and the broader UN Development System (including, following the recommendations of the Quadrennial Comprehensive Policy Review) are undergoing realignment. Externally, the 2030 Agenda introduces systemic changes in the development context, as well as in the structures, operations, and strategies of national and local governments, and development partners. Moreover, the involvement of the private sector and hybrid development actors (e.g. social enterprises and impact investors) has contributed to the change in the funding and financing landscape for development. Therefore, the project applied from the onset an iterative and emergent approach to implementation in order to navigate the increasing complexity and changing demands. It has evolved in terms of the implementation mechanisms, as well as with regard to its services and offerings.

At the core of the project is the Mainstreaming, Acceleration and Policy Support (MAPS) approach adopted by the UN Development Group (UNDG) in October 2015. It represents a common approach to the implementation of the 2030 Agenda. Guided by the MAPS approach, the Project aims to deliver the 2030 Agenda through:

- Assisting the mainstreaming of the 2030 Agenda at the national and local levels;
- Offering an SDG-based analytical framework to accelerate progress in tackling obstacles to development;
- Facilitating access to policy support and thematic expertise available throughout the UN system;
- Fostering citizens' engagement and multi-stakeholder partnerships to progress sustainable development;
- Advocating a bottom-up approach to monitoring and reviewing progress in achieving the SDGs;
- Improving data availability; and
- Generating and disseminating knowledge from implementation.

Accordingly, the Project was structured primarily around the elements of MAPS:

- Output 1: Mainstreaming Agenda 2030 for Sustainable Development mainstreamed at national and local levels;
- Output 2: Acceleration - Analytical tools used by policy makers to identify synergies and trade-offs in the implementation of the SDGs;
- Output 3: Policy Support - Countries draw on expertise & joined-up capacities of UN entities to support national governments with SDG implementation;
- Output 4: Accountability and Data - Capacities of countries to produce data for SDG monitoring and reporting are strengthened;
- Output 5: Learning and Integration - Evidence-based knowledge products on issues relevant to SDG implementation developed and shared;
- Output 6[2]: The UN SDG Action Campaign - Cutting-edge advocacy tools made available, effective multi-stakeholders mechanism for implementation and citizen- driven review and follow-up process established;
- Output 7[3]: MAPS Team

In November 2017, the Project took stock of accomplishments to date and reflected upon lessons and challenges so as to assess ways forward, and presented these findings to the Project Board. This led to a revision of the Project Document in March 2018, which continues to be structured upon the UNDG's MAPS and continues to allow necessary flexibility to ensure the Project prioritizes countries' demand. The revised project document adjusted the multi-year budget and targets given resource constraints, but also incorporated a new output:

- Output 8[4]: SDG implementation in fragile and conflict-affected settings - Ensure that the project takes a risk-informed and fragility-sensitive approach, aligned with the Secretary General's prevention agenda and the World Humanitarian

[2] This output was not included in the scope of this Mid-term evaluation, since a Mid-term evaluation of this output was separately and recently conducted.
[3] This was not covered by this MTE because this output is being discontinued and absorbed by outputs 1-5.
[4] This output was not included in the scope of this midterm evaluation, since it has been added in 2018.

Summit commitments.

Further information on specific deliverables of the Project is presented in the historical Timeline (organized chronologically and thematically) in the Annex.

Essentially, the Project's intention is to avoid a linear and mechanistic approach to project implementation by experimenting and innovating ideas, tools, partnerships, and processes. The unconventional approach led to intensive learning and continuous improvement of the strategy and operations.

One of the most important new initiatives, which then became a pivotal element of the whole project, were MAPS missions, introduced in July 2016. The first 9 missions, conducted in 2016, were UNDP-only missions, but following global consultations, the approach was changed to an inter-agency approach. After the first 26 MAPS missions, they evolved in 2018 to MAPS engagements[5], which offer a more strategic, longer-term approach with 6-12 months support to a country instead of one-off visits. These activities provided both the opportunity to consolidate emerging ideas and practices into new analytical and strategic tools, and new partnerships, and to test them in the field in diverse contexts. MAPS missions and engagements were also at the forefront of promoting the integrated approach to the SDGs emphasizing their indivisibility, multi-stakeholder involvement, and critical inter-linkages that are necessary for producing catalytic, systemic change.

The unconventional approach with the emphasis on innovative practices was not limited to the MAPS missions/engagements. The same logic was applied to accountability (SDG reporting) and on data (e.g. the Data Ecosystem framework).

The Project's dynamic approach is in line with the logic that one can deal with complex social systems and facilitate emergent solutions only by engaging with diverse contexts without applying an overly optimized approach, and then building in an iterative manner new tools and new practices. Such an approach represents a major challenge not only because of the difficulties in managing it across levels and outputs, but also, and primarily, because it tends to go against the conventional project framework. In many ways, this Project is 'not a project' but rather an emergent and iterative portfolio of projects, innovations, and engagements.

[5] These missions were intended to assist in assessing alignment of the SDGs with country priorities, identify areas for acceleration, and design integrated policy recommendations – in most cases leaded to national SDG roadmaps. The 26 missions undertaken in 2016-2017 have been tailored to specific country contexts and entry points for SDG engagement. The first nine in 2016 were UNDP missions, while the 2017 missions were organized as interagency initiatives. National priorities and characteristics define the substance and scope of each mission as well as the composition of the mission team

2. Objectives and Methodology

The MTE took place in the 3rd year of implementation (2016-2020) with the purpose not only to take stock of results to date, but also to inform UNDP's ongoing strategy both for this Project and for the broader approach to supporting the SDGs implementation at global, regional, and country levels. It did not cover Output 6 because its evaluation was conducted recently; it did not cover the Output 7 because it was discontinued and absorbed by outputs 1-5; and it did not cover Output 8 as it has been added only in 2018. The MTE covered the period from 1 January 2016 to 30 June 2018 and Outputs 1-5 of the Project Document.

The MTE had two main objectives:

a) To analyze the progress towards the achievement of the project outputs and outcomes, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results by 2020.

b) To provide a future perspective with elements of new strategy and options for further improvement of the Project approach, in the context of ongoing changes within UNDP and the broader UN system, and in line with emerging needs and practices for implementation of the 2030 Agenda.

Hence, it integrated both a retrospective (feedback) and prospective (feedforward) elements perspective of evaluation. The first led to the preparation of the Assessment Report, and the second to the Paths Forward Report – both of which integrated into this final MTE Report. The two reports of MTE were understood as interdependent – hence, the need for an integrated MTE report. Conversely, the MTE methodology derived from the overall evaluation framework and divided into 2 phases and reports was accompanied by cross-fertilization between "looking back" and "looking forward". The methodology was also designed to reflect the mixed-method approach that facilitates comprehensiveness and systemic approach, and balances feasibility with quality.

The MTE assessment focused on the retrospective analysis and included:

- Assessing independently, but in a participatory manner, the results of the Project to date;
- Identification of factors that facilitated or constrained the achievement of intended Project objectives, against the backdrop of the 2014-2017 and 2018-2021 UNDP Strategic Plans, and the ongoing UN Reform; and
- Initial recommendations based on lessons learned and strategic opportunities and challenges.

Besides usual aspects of MTE, the Assessment Report includes additional ones, such as: analysis of micro-narratives, reconstructing "loose" Theory of Change; review of

the Business Model, and overview of a selected methodological tool.

The main sources of data and information were the following:

- Project-related documents (Project document and annexes, Project and activity plans and reports, MAPS mission reports, minutes from strategic meetings and consultations, etc.);
- Documents produced by the Project (knowledge products, roadmaps, publications, methodologies and tools, etc.);
- Interviews and consultations with the stakeholders
- Statistical and performance data;
- Strategic documents and reports of UNDP and UN more broadly; and
- Selected data/ documents from UNDP Country Offices / UN Country Teams.

Additional data for the retrospective analysis was provided by the Project team in the form of the consolidated Timeline of the Project (historical mapping of deliverables), as presented in the Annex.

The scope of the assessment was primarily on UNDP's contribution to the implementation of the 2030 Agenda, as provided through this specific Project. Given the systemic complexity and the integrated nature of the 2030 Agenda it is understood that the MTE was not able to completely isolate UNDP's unique contribution. However, the MTE made an attempt to do so, which included the understanding of how UNDP, through the Project, has taken steps to facilitate inter-agency collaboration and serve the role as convener with other UN entities and national stakeholders. Further information and clarification on the specific scope of the retrospective analysis was provided in the Inception report (see the Annex).

It should also be mentioned that a formal Project Audit took place in the period June – September 2918, which coincided with this MTE. The Project Audit covered both the impact of the Project and its management and considered the Project "satisfactory", which is the highest possible rating. The MTE scope was thus narrowed with regard to the in-depth analysis of results to date towards more emphasis on factors and patterns of change, and lessons learned. Moreover, the MTE incorporated other, substantive elements of retrospective analysis, such as micro-narrative, the Theory of Change, or the Business model.

The Paths Forward focused on the prospective analysis and it included:

- Further elaboration of inferences of the retrospective assessment (including with regard to extrapolation of past factors and patterns);
- Consolidating preferred (near-)future scenarios shared by stakeholders, with indication of what they considered to be priority actions; and
- Devising alternative long-term future scenarios and preliminary testing strategic options for the Project with regard to those.

The prospective approach was expected to help build a foundation for further (re)design of the Project in the context of dynamic internal and external

developments. It built on the findings of the retrospective analysis and introduced elements of strategic foresight and co-creation. It addressed both the year 2021 (i.e. after the expected end of the Project) and alternative long-term futures for 2030.

The main sources of data and information are similar to those used for the retrospective analysis, as follows:

- Project-related documents (Project document and annexes, Project and activity plans and reports, MAPS mission reports, minutes from strategic meetings and consultations, etc.);
- Documents produced by the Project (knowledge products, roadmaps, publications, methodologies and tools, etc.);
- Interviews and consultations with the stakeholders
- Strategic documents and reports of UNDP and UN more broadly; and
- Selected data/ documents from UNDP Country Offices / UN Country Teams.

Additional data for the retrospective analysis was provided over the course of the Consultant's application of strategic foresight. Firstly, elements of strategic foresight were included in consultations and interviews with the stakeholders (i.e. asking them to describe their preferred future scenario and then priority actions that would enable it). These were discussed by the core Project Team at a working session on 26 September 2018 facilitated by the MTE Consultant, which produced a shortlist of actions. Secondly, the MTE Consultant facilitated application of another strategic foresight at the same working session with the core Project team. This addressed long-term futures in 2030, based on a modified methodology for Four Generic Futures, and included an assessment (windtunneling) of long-term Strategic Options.

3. Key Findings

The MTE Assessment represents the first part of the overall MTE. The Assessment relates to the first phase of the MTE methodology that deals with the retrospective analysis of the Project from its launch until mid-2018. In other words, it deals with the past of the Project: its results, lessons learned, dynamics, hindering and enabling factors, and patterns of change. The Assessment also incorporated conventional evaluation criteria of Relevance, Efficiency, Effectiveness, and Sustainability, which were applied within the specific scope of evaluation questions presented in the MTE methodology. The Assessment did not include financial aspects of the Project, and, in contrast to most retrospective analysis, it did not include in-depth analysis of specific results. The audit included detailed assessment of Project's results, so there was a need to avoid unnecessary overlap with the MTE and to make it emphasize analysis of factors, patterns and lessons learned. Nevertheless, the Assessment Report included analysis of specific results, as well as an overview of key deliverables in the Timeline (as provided in the Annex). The Assessment include additional analyses, including micro-narratives, Theory of Change, and Business Model. The MTE Assessment was divided into two parts. The first part addressed systemic aspects of the Project under the broader heading of Project Design and Strategy. The second part included main factors and patterns, and inferences for the evaluation criteria.

3.1 General conclusions

The Project has been considered innovative and demand-driven, but what makes it unconventional is the iterative and flexibly mode of implementation. For such projects, conventional assessment criteria do not provide meaningful inferences that would properly reflect actual results and the practical contribution in diverse very dynamic contexts. Instead, this MTE searched for the evidence of 'balancing acts'. These "balancing acts" are instances in which the Project managed to perform in a flexible and iterative manner, but also ensured that basic requirements of its formal project framework are satisfied. The success would need to include adequate responses to external dynamics, but also ensuring consistency of Project objectives and intentions. The Project would be expected to maintain boundaries amongst Project elements (e.g. Outputs), but still make them sufficiently fuzzy to allow for interaction and cross-fertilization. Hence, there would be a 'structure', but more diffuse and more agile than in conventional projects. Furthermore, success would be measured in terms of systemic design of a Theory of Change and its adequate application in real-life situations. A Results Framework would still be required, but its outcomes, outputs, indicators, and targets would be based, at least to some extent, on emergent processes and iterative programming.

Based on above criteria, the Consultant concluded that the Project achieved the score 4 (out of maximum 5). It was highly flexible; it responded to emerging demands; and it evolved successfully by continuously learning and improving in diverse contexts. It leveraged as its main strength what might be considered a weakness in conventional projects. Nevertheless, the Project did not sufficiently balance out its iterative nature and the formal project framework. The Project increased its scope without accompanying it with the capacity that would facilitate sustaining quality results. It also could have done more to systematize its approach in individual Outputs and to the interaction amongst them.

In order to better understand the circumstances, the assessment took into consideration a number of factors that constrained Project implementation. Inter alia, those included: a lack of explicit and elaborated Theory of Change; inadequate Results framework; challenges in resource mobilization and funding predictability; and weak business model (in particular, the operating system).

Hence, it seems remarkable that the Project achieved such high volume of deliverables and provided quality services to beneficiaries in very diverse context - while also producing a multiplicatory effect for overall MAPS approach at global, regional and country levels. Some of the main factors for the success, as validated by stakeholders, had to do with: enthusiasm and inner drive of the Project team; commitment and support by the leadership; UNDP allowing for flexible implementation of the Project; and partnerships at global, regional and country levels, within UNDP and with other UN Agencies.

Furthermore, it was concluded that there was a discrepancy between general and specific dimensions of the Project's success. At the general level, the Project has gone beyond what might have been considered possible at its launch. For instance, the number of MAPS missions and engagements seems to have exceed the capacity of the Project, especially, given it was operating in an "uncharted territory". It is also surprising that the Project ensured a convergence of micro-narratives regarding the Project's purpose, while it kept increasing its scope, engaging in very diverse contexts, and evolving its approach and implementation mechanisms. At the more specific level, the Project manifested a considerable degree of fragmentation and adhocracy within and across its Outputs.

Ultimately, the Project should consider:

1) Designing a more adequate Theory of Change and Business Model;

2) Being more pre-active then reactive and proactive in relating to country needs and demands; and

3) Introducing mechanisms for a more systematic response to changing contexts and circumstances, without falling-back to the conventional project

approach that would undermine its main strengths of flexibility, innovation, and iteration.

The challenges faced by the Project are not unusual in iterative and flexible projects, but they ought to pass through a "maturation" phase. As they evolve, the structure supporting it should also evolve and improve. Such a structure does not need to be conventional or bureaucratized, but has to: a) be based on certain "fuzzy" boundaries; b) ensure some clarity of scope and priorities; and c) apply advanced methods for facilitating adaptation and learning in a systematic manner. In other words, iterative, flexible projects require more investment into the structure and supporting mechanisms exactly because they are based on emergent and unpredictable course of action. Otherwise, they tend to fail in terms of continuity and systemic change, but also in terms of sufficiently leveraging its results for a more catalytic impact.

Some of the possibilities for the Project would include developing a "menu of options" for Project's support and offerings, and incorporating elements of the platform model into its Theory of Change and Business Model. It would better systematize its toolkit and improve interaction between different Project Outputs. Elements of "what comes next" are also critical, including facilitating the link between policy support and programming at the country level (especially in the context of MAPS engagements).

Finally, an attempt to extrapolate the past of the Project into the near future was made focusing on what might happen in case all remains the same (i.e. no change is introduced to the current Project approach. It led to following main inferences:

a) The Project implementation would be relatively successfully and would continue to deliver strategic value, but its efficiency and effectiveness might keep decreasing;

b) The Project would continue to deliver results, but those might further diverge from its formal Results Framework – and create further problems for reporting and for terminal evaluation;

c) Issues related to the role of this Project within UNDP and in relation to UNDG would continue to burden partnerships and resource mobilization, as well as overall Project operations; and

d) Increasing expectations, if not properly addressed through better focus and scope of the Project (accompanied with improved Business Model and Theory of Change) would affect Project's relevance, efficiency and effectiveness, and make it less sustainable.

General and specific recommendations of the Assessment Report were incorporated into the Proposal for Actions in the next section of the Integrated MTE Report.

3.2 Assessment of Evaluation Criteria

In addition to focusing on specific aspects of the Project Strategy and Design, the Assessment addressed evaluation criteria. This was done within the scope of selected evaluation questions, as identified in the Inception report.

The summary of the assessment of the evaluation criteria is provided below. However, the MTE also addressed the key factors that facilitated or enabled Project results, and the key factors that hindered or constrained them. Most factors were multifaceted and layered, thus influencing the Project in multiple ways. Hence, they are better understood as patterns, rather than distinct factors, that tended to be intertwined and mutually reinforcing. In most cases, what is often considered a weakness of a conventional project in this Project might be considered strength. For instance, lack of ensuring all preconditions at the beginning of the Project created certain confusion and even resistance, but this also enabled the Project to produce early results in an efficient manner, which then facilitated clarity, trust and partnerships.

The factors and patterns are presented in more detailed in the Assessment report in the Annex in the following themes:

- Legitimacy and commitment
- Preparedness vs. Iteration
- Working across MAPS approach
- Involvement of UN Agencies
- UNDP context
- Increasing expectations and engaging on long-term
- Funding and predictability

Efficiency

Efficiency is understood, as explained in the MTE methodology in the Inception report, as 'doing the things right'. Hence, it focuses on implementation aspects (excluding financial ones), and operations and performance of the Project.

Assessing whether this particular Project has been on-track is a complicated task. If we consider the targets from the original[6] Project Document, the Project is not completely on-track. However, these targets were overly ambitious (hence, the change of targets in the recently revised Project Document), so the issue of achieving results is less about efficiency and more about the problems of Project design.

On the other side, the Project produced more deliverables than what might have been expected. Most importantly, the Project learned from past lessons and continuously introduced adequate and timely corrective measures - and continued to evolve in line

[6] The targets were decreased in the recent Project Document revision, but new targets cannot be applied retroactively.

with the changing context and country demands. This can be observed, amongst other, in changing to approach to MAPS missions already in early 2017 by integrating other UN agencies, and in efficient transition from MAPS missions to MAPS engagements. Innovations with regard to the support to SDG Report and data should also be considered very good responses to emerging demands and needs of country beneficiaries.

As mentioned in the overall conclusion with regard to 'balancing acts', the Project was relatively successful in terms of balancing between consistency and adaptability. It remained very flexible and responsive, but also attempted to stay within the boundaries of the Project's framework. Nevertheless, these boundaries expanded rapidly and beyond its current capacity, and it led to considerable overstretching. Moreover, the organization of the Project into current Outputs seems not to be adequate for its strategic approach and intentions, including the need to reflect the non-linear and complex nature of the MAPS approach to the SDGs.

With regard to knowledge products and tools, the Project was indeed a pioneer in operationalizing the MAPS approach. It might be concluded that, on average, knowledge products and tools were of high quality. One of the main reasons for that was the emphasis on the interaction between development of tools and knowledge products, and the lessons from their implementation in the field. This interaction between conceptual and practical work on tools was considered by stakeholders to have been the most important strategic value and differentiator of this Project. Most of the tools and knowledge products were produced in partnerships, which should be considered one of the most important Project accomplishments.

The Project has weak implementation arrangements and business processes. This includes the lack of clarity on project management, partnership models, involvement of stakeholders, and planning and reporting systems. Sometimes, this had to do with the lack of formal description in the Project Document, rather than be reflective of the actual situation. For instance, the progress in partnership development, or in the engagement of diverse stakeholders at different levels, testifies that the Project has been very efficient in respect to the way it was implemented. Hence, the key problem relates to the need to consolidate existing practices and improve the Business Model more systematically, while making sure that key elements are also formalized in the Project Document. Special focus should be put on strengthening business processes for planning, monitoring and tracking, and reporting that would reflect the iterative and flexible nature of the Project, while also be combined with internal learning and innovation systems.

The Project needs to further improve its resource mobilization, and that should be accompanied by improvements of articulation of its unconventional nature and its core Value Propositions. However, the main impediment for further resource mobilization is related to its financial model and the factors beyond Project's direct control, including the influence of broader reform of the UN development system. The financial model's main weakness is that it does not capture all financial and non-

financial input to the Project. This relates, inter alia, to the contributions at global, regional and country level by UNDP staff and the staff of other UN agencies that were not directly funded by the Project, or otherwise cost-recovered by the Project. Moreover, considerable non-financial input by national stakeholders is also not included in the financial model. Therefore, proper costing, and then systematic review, of the current financial model is paramount. Furthermore, the Project should continue securing additional capabilities and/or capacity through partnerships and leveraging non-financial support. As for the factors beyond Project's control, the most important is the unpredictability of UNDP core funding and the uncertainty of the future of institutional arrangements for the MAPS approach. The latter is important for resource mobilization because donors tend to prioritize supporting inter-agency initiatives, rather than individual agencies, at least with regard to the integrated approach to the 2030 Agenda.

Effectiveness

Effectiveness in this MTE is understood as 'doing the right things'. However, specific evaluation questions from the MTE ToR and the methodology intertwine with efficiency. In this Project's context, what it does and how it does it are highly interdependent because it responds to country demands that shape both of those dimensions of the Project.

In the case of addressing the outcome-level results, the situation is also quite complicated. Firstly, as explained in the Assessment Report, the Results Framework at the outcome-level is rather inadequate. Secondly, and more importantly, outcome-level results of a global project are particularly challenging. A global project should not be expected to commit to delivering outcome-level results at the country level. However, delivering outcome-level results at the global level requires longer duration and much more sophisticated indicators and their measurement.

There is little doubt that the Project contributed to coherent and inclusive support to the Agenda 2030 at the global, regional, and country levels. However, assessing the degree of its contribution at the outcome level in the first phase of implementation cannot be done precisely. Not only that the global outcome requires more time to manifest themselves, but the Project would also require improving the indicators and measurement in its Results Framework to enable more specific assessment. This issue is addressed in more detailed in the Assessment Report in the Annex.

The Project was highly flexible, iterative, innovative and experimental, and this was its essential strength. Nevertheless, as explained in the Assessment Report, there is an increasing divergence from its formal aspects (as represented in the Project Document) and its actual operations. Moreover, the Project has too wide the scope and has been increasingly fragmented, which hinders more coherent understanding of its practical results.

Most stakeholders considered that the Project had systemic and catalytic results. However, in this case as well, it is difficult to provide overarching and definitive conclusions. Even when it did not have direct catalytic value for the progress on the SDGs in a particular country, it tended to have indirect catalytic value through raising awareness, introducing new tools and methods, and convening national stakeholders. It should also be mentioned that observing and assessing both catalytic and systemic results could be properly done only after a period of time longer than what has currently passed in this Project.

The Project contributed considerably to the UNDP support to the implementation of the 2030 Agenda, as well as to developing partnerships around the 2030 Agenda within UN and beyond. This was at the core of the Project because this Project represents the main pillar of UNDP on supporting the 2030 Agenda. It helped UNDP act quickly and provide support to countries when no other UN agency was able to do so. It then improved the involvement of other UN agencies, and partners beyond the UN, and further improved the comprehensive assistance to countries on MAPS, including through SDG data and reporting.

Addressing the needs of diverse groups, including marginalized peoples and groups, was also in the focus of the Project. This included integration of No One Left Behind and gender principles and methods. It further enriched and improved the Project's added, strategic value to national development in relation to the Agenda 2030.

The Project invested efforts in increasing the capacity of UNDP Country Offices and UN Country Teams. However, there is more work to be done, in particular now that the Project is dealing with longer-term engagements that require more leadership, capacity and ownership at the country level.

Relevance

Relevance refers, primarily, to the degree to which the Project responded to emerging demands at different levels, and how this response contributed to the broader 2030 Agenda in an integrated and coherent, inclusive, and catalytic manner. In general terms, the Project was highly relevant, and this is closely related to the above inferences on its effectiveness.

As mentioned, Project contributed to UNDP's strategy for the SDGs and the overall 2030 Agenda implementation, and that particularly related to unconventional Project's approach and strategy. Nevertheless, the situation is less clear once we go into more depth. The main issue is that there is a discrepancy between the formal aspects of the Project as articulated in the Project Document, and the iterative and emergent nature of its implementation. The Project was the first to act on the MAPS approach, and then evolved continuously, which produced high degree of relevance in the early phase of implementation. However, if the Project does not address the Theory of Change and the Business Model, it might undermine the confidence of stakeholders in its ability to continue delivering quality results, and, thus, the UNDP's

role on the SDGs and the broader 2030 Agenda. Not being able to continue delivering on the increasing expectations would undermine Project's effectiveness and efficiency and make it less relevant.

Due to its demand-driven nature, the Project aligned its approach to contexts and needs of its beneficiaries. It was its major strength, but also the aspect that led to misalignment with its conventional project framework. The Project will need to considerably improve the strategy and address better the 'balancing acts' between continuing to be demand-driven and evolving, while also improving the alignment with its conventional requirements. An alternative would be to consider another programming modality (e.g. engagement facility or portfolio) that would provide a very different formal framework. This would then require a whole new Theory of Change and Business Model, that would be better suited for the Project's need for iterative programming and implementation.

The Project contributed considerably to UNDP's role in the provision of "thought leadership", and in helping coordination within the UN system and beyond. In essence, this Project is still a flagship initiative of UNDP on the SDGs and the 2030 Agenda. This is validated by almost all stakeholders consulted for this MTE, which emphasized the ability of the Project to facilitate an interaction between global, regional and country levels by combining global and regional conceptual and methodological work with applications and testing in the field. Access to real-life situations in diverse country contexts provided the testing ground and lessons learned that fed back to improving concepts and tools at the global and regional levels. This aspect of the Project delivered a specific added value that was essential for Project's relevance.

Sustainability

The focus of assessing sustainability of this MTE is on operations and with some elements of funding, partnerships and scaling.

The first issue for sustainability is funding. At this point, it is not clear if the Project would be able to mobilize resources necessary for meeting its targets, or if it will be able to diversify its funding sources. The unpredictability related to allocations of UNDP core funding is also expected to continue. However, there are major opportunities for resource mobilization, including through the collaboration with the Joint SDG Fund. The Project would need to improve its financial model, as presented above, and further leverage non-financial contributions. Moreover, the Project would need to improve its Theory of Change and the Business Model, and become better 'structured', in order to provide more clarity for donors with regard to its operations and results.

The second most important sustainability issue is the future role and place of the MAPS approach, both within UNDP and in relation to UNDG. There is an ongoing dynamic that cannot be properly predicted. This issue will be further addressed in

the Paths Forward report that provides input from strategic foresight that should be used for making strategic decisions on the Project's future.

The Project managed to leverage partnerships, and this helped address some of its capability and capacity issues. Continued partnerships at global, regional and local level will be essential. This is particularly important at the country level, where more capacity will be required for MAPS engagements, but also for SDG reporting.

With regard to the operational capacity, the turnover of staff might continue to represent a problem. Business Model improvements, including implementation arrangements, and less fragmentation would help address this issue to extent that it this aspect is under the control of the Project and not a broader dynamic in UNDP and the UN Development System overall.

Sustainability is always influenced by the changing context, and this Project was able to adapt and evolve based on lessons learned, and to leverage new opportunities. The Project, for most part, combined reactive, proactive, or pre-active mode in responding to external dynamics. It was reactive in terms of responding to country demands and the global need for the 2030 Agenda implementation support. It was proactive in engaging on an 'uncharted territory' and by developing new methods and tools in anticipation of future needs. But, it was also occasionally pre-active by attempting to shape what the future might bring, through experimentation and promotion of innovative thinking and action. The balance of the 3 modes seems to have been good in the past, but the Project might need to be less reactive and more proactive and pre-active. It would help its 'maturation' and would improve its sustainability through improved efficiency and effectiveness. For that to happen, an improved Theory of Change would be required.

One of the major opportunities for Project's sustainability is the emerging collaboration with the Joint SDG Fund. There is little in terms of past data that can be used for this assessment, apart from the commitment of those involved to work together, so this was further addressed in the prospective analysis of the MTE.

3.3 Paths forward

The analysis of what already happened was used to present the progress of a project, and to identify factors and patterns to learn from. It did refer to the future, i.e. what/how should the Project change. But those insights came from the past and they tend to be of limited creativity, and thus less innovative, because they tend to extrapolate the past into the future. The prospective analysis of what might (not what 'would' or 'will) happen in the future is relevant because we cannot predict the future. If the future is not considered predictable, i.e. it is not something that should be 'discovered', then there is a much wider space for identifying options for change. It empowers the stakeholders because they feel they can actually influence how the

future is shaped, instead of merely reacting to existing trends or adapting to some previously established future outcomes.

It is essential to reiterate that the MTE was taking place in a very hectic Project context. There is a number of changes in the proximity of the Project, and in its broader environment, whose outcomes are not possible to determine at this moment. The particular challenge is that there are several critical developments taking place at the same time, and that they are often interdependent. Therefore, it is rather difficult to find solid ground for making inferences about how these multiple 'moving parts' would manifest itself in the near future, and what the interaction between those would be, so to be able to better understand their implications for this Project.

First and foremost, UNDP is changing. It has a new Strategic Plan that set new strategic intentions and ways in which those would be accomplished. Amongst other, the most important for the Project are: a) new programming modalities, b) the future role of UNDP in MAPS overall, c) future functions, focus and capacity of UNDP on specific aspects of the SDGs (e.g. data), d) platforming of UNDP operations and structures, and e) future UNDP priorities for core funding, along with leadership priorities in broader terms. We should add to that the possible changes in the BPPS, following its functional review. Secondly, the UN Development System is undergoing systemic change. What is primarily important for the Project has to do with developments regarding the UN Development Group and the integrative efforts of the UN overall.

The first part of the prospective analysis focused on different perspectives of stakeholders on the preferred future in 2021, i.e. after the expected end of the Project. This led to stakeholders' proposals for priority actions that the Project would need to address in consider for the kind of futures that they expect in 2021 would be made possible. The priority actions were incorporated into the Proposal for Actions in the next section of the Integrated MTE Report.

In the second part of the prospective analysis, an additional strategic foresight approach was applied. It was based on the Four Generic Futures methodology, combined with windtunneling, and finalized in the working session with the core Project team on 26 September 2018. The main purpose of this exercise was to go beyond 2020 and into long-term futures in 2030, i.e. the year when the 2030 Agenda and the SDGs should be accomplished. It dealt with context of "what if" in alternative futures for 2030, even though the Project is expected to finish in 2020. This was done to better understand long-term implications of the ways in which Project might change in order to inform the decisions in the present. The possible long-term changes were articulated in Strategic Options, which were then related to each of the four scenarios so as to assess the 'fit'.

4. The Proposal for Actions

The conclusions and recommendations presented in the MTE were consolidated into a series of actions that the Project should consider either immediately or by early 2019. Some of the actions could be implemented in several months, but other would require more continued effort. However, most of the proposed actions should be finalized by early 2019, if the Project is to leverage the consequent improvement by the end of its implementation.

Action 0. Decide on the project modality *(by end of 2018)*

First and foremost, the Project should consider making a strategic choice regarding the project modality. In essence:

- ⇨ If it chooses a new modality (e.g. engagement facility or a portfolio), then an iterative change of the whole Project should take place. This would require at least 8-10 months to finalize, and it would include new Theory of Change, Results Framework, and the Business Model.

- ⇨ If the same modality remains (conventional project), then the Project would move toward an upgrade, following the actions presented below.

In either case, the Project would need to find the "sweet spot" between UN-wide ownership and UNDP substantive support; and improve implementation arrangements and partnerships.

This action assumes that the Project previously chose the Strategic Option "as is". The situation will be very different if it goes for "Leverage UNDP structures" or for "UN platform". In any of these other Strategic Options, the Project would need to be redesigned fundamentally. This is particularly important in the case of the "UN platform", which might require 1-2 years to design and launch.

Another, and probably the best, approach for the Project would be to remain "As is" until the end of 2020 (its current end date) and develop a foundation for another Strategic Options in parallel – and then launch it in 2021.

Action 1. Scope the Project *(by end of 2018)*

As mentioned across the whole MTE, the Project needs to address it wide scope. It has started to overstretch and to lose focus. This has primarily to do with individual activities lacking proper structure. The question remains whether the SDG Action Campaign is indeed a "project within the Project".

With regard to Accountability and Data, there seems to be two alternatives: a) to better incorporate this Output into the outputs on Mainstreaming, on Acceleration

and on Policy Support, and b) to invest considerably in providing more systemic and robust support to this Output. Moreover, the Project would need to properly scope activities regarding the new output on working in fragile contexts. It cannot simply be "added" to the current Project approach.

When dealing with the scope, the Project should take a systemic approach and consider possibilities of scaling up. This would need to combine clear focus and the mechanisms by which the Project acts in catalytic manner. Finally, the scope should be should be addressed with regard to particular role of the Project at global, regional, and local levels of UNDP and the wider UN system.

This action will directly depend on the results of the Action 0 – and it would then represent the foundation for all other actions, and, most importantly, for Actions 2-4, and Action 7.

Action 2. Upgrade the Theory of Change *(by early 2019)*

The Project has an implicit ToC at the general level, i.e. a "theory" of how the Project overall expects to induce and facilitate change. However, there is a lack of clarity on "theories" regarding specific "pathways" of change within individual outputs - and how those "pathways" relate to each other to come together into an integrated, generic ToC. The ToC would need to properly reflect the approach to MAPS engagements. That ToC would need to be multi-layered or compound (with elaborate pathways of change) and apply a systemic approach (with each Project' element as a sub-system). It would need to be aligned with the (improved) Project's Strategy and Business Model.

Most importantly, the ToC should avoid becoming a mere interpretation of the Results Framework. ToC and the specific Project results should be considered related, but substantially different in terms of methodology, purpose, and application. ToC should provide a strategic framework for how the Project expects to facilitate systematic and catalytic change, while the Results Framework should include only a section of that change that should be guide operations.

Action 3. Change the Results Framework *(by early 2019)*

The Project should address the fragmentation across and within its outputs, and improve overall coherence and alignment. This would be first addressed in the ToC, but should then be articulated in a changed Results Framework.

It might not be sufficient to merely modify the RF – it might require a new organization of Outputs. One of the most important issues is the current division of MAPS-related outputs into linear phases of MAPS. MAPS engagement should be integrated across the whole RF.

MTE also recommend considerably improving the RF at the level of outcomes, and how those related to specific outputs. Moreover, indicators should be improved – including to more adequately reflect the accountability of a global project (e.g. cannot be expected to deliver country-level results). In the process of changing the RF, the Project should do further research on the nascent practices of iterative programming, and try to apply a more innovative approach to formulating results and indicators.

Action 4. Improve Value Propositions and how those are communicated *(by mid-2019)*

This action is closely related to Actions 1-3, but it goes further than those. Specifically, the Project should consider developing a "menu of options" (or even a Catalogue), which would be based on better structuring outputs. Moreover, improved country leadership, ownership and capacity would need to be at the core of the Value Propositions.

This would not be possible without first improving the scope of the Project and its ToC - and without more clarity on the new role of UNDP at country, regional and global levels. Finally, any reorganization of BPPS would directly influence, amongst other, the Value Propositions of this Project. This is why this Action might not be feasible before mid-2019.

The Value Propositions would further influence micro-narratives and the way the Project would communicate with the stakeholders. The 2 main options are: a) Continue communicating a rather generic idea about what it is and what it does, but further improve the way it represents its core value proposition and services – regardless of specific contexts and applications, and b) develop an elaborate communication strategy. In addressing Value Propositions, the Project should consider applying methods and tools of user-centered design (e.g. Value Prop Canvas based on design research).

Action 5. Improve key business processes and the overall operating system *(by mid-2019)*

As emphasized by the MTE, the weakest aspect of the Project's business model is the operating system. The Project has been successful in delivery of results, but it now requires certain "maturation". It is not necessary (or even preferable) to have a highly structured operating system, but key elements of HOW it operates and provides its services has to be clarified. This includes implementation arrangements, partnerships, business processes - but also the ways in which the Project creates and delivered its Value Propositions. This cannot be done without first dealing with the Actions 1-4 – hence, it cannot be done before mid-2019.

Ultimately, this Action depends on the modality of the Project. If it remains a conventional Project, it would need to considerably improve "balancing acts" between iterative and flexible approach and the formal project design. If it chooses a

different modality, then a new operating system will need to be designed and applied. In any case, the Project would need to considerably improve its planning, monitoring and tracking, and reporting systems. Iterative and flexible projects need more, not less of it. This would closely relate to build business processes for systemic innovation and for individual and organization learning - within the Project and within MAPS teams.

Action 6. Improve the financial model *(by early 2019)*

The current financial model requires improvements. It is unlikely that it would improve without a comprehensive review and introduction of some new mechanisms for financial and non-financial planning and tracking. Only after the current model is improved, would improvements in the resource mobilization approach be effective.

First and foremost, the Project should be properly costed (all inputs from all levels). This can be done retroactively with some approximation, but – and even more importantly – there should be a mechanism for planning and tracking/consolidating all input in the next several months. Secondly, and on the basis of proper costing, the Project would need to organize its operational planning with a clearer division between predictable and unpredictable funding – and consequently organize for two different implementation paths.

In general, the Project should diversify its financial input – not only through typical donor funding, but also by funding and expert support from other UN agencies and from the country level, including from the Joint SDG Fund and other multi-donor funding mechanisms. Thus, Additional support should be considered through new or redesigned partnerships that will provide either funding support (e.g. the Joint SDG Fund) or expert support / missing capabilities.

Action 7. Structure the support and systematize the toolkit *(by early 2019)*

The Project has been experimenting and evolving, which produced added value both in terms of knowledge and tools, but also and most importantly in terms of quality services to UN country teams. There is a need to continue incubating new practices, but some aspects of the Project's offering would need to 'mature'. This would include certain level of optimization and structuring. This should not go too far and make the service too rigid or overly standardized, but improved structure (even if that is still 'fuzzy', iterative framework) of the support provided by the Project is needed. Those 'matured' service would be combined with the more ad-hoc support that remains iterative and experimental.

One of the tasks would be to organize MAPS engagement on the basis of "menu of services". It would be accompanied by mapping country requests, needs and contexts and organizing them into alternative paths – each of which would be based on a slightly different methodology and a different combination of services provided by

the Project. Moreover, for each of those groups there could be a "baseline set of capacities" at the country level required to absorb effective the MAPS support. MAPS engagements would be planned and delivered for impact, which includes the ability to track the contribution they provide to country progress on the SDGs over mid- and long-term. There is a need to consider extending MAPS engagement into sub-national level and/or into particular sectors or national systems. This would need to be balanced by a different way of delivering MAPS support – otherwise, the Project will not have the capacity to deliver. MAPS engagements would also need to properly incorporate: a) LNOB, b) fragile context, and c) financing of the SDGs. This will require considerably different capabilities in MAPS teams.

Another task would be to systematize the existing toolkit, and then properly integrate any new tool as they are introduced. The Project has an extensive toolkit, but it remains unclear how different tools relate to each other, when being combined for specific purposes. Moreover, tools should be better embedded at the country level, and become part of regular practice. This is, currently, most critical for the Acceleration part of MAPS. Further work on tools should continue leveraging the interaction between conceptual and methodological development at the global level, and testing and application in country context. This remains one of the main strategic values of the Project in all its aspects.

Finally, an open issue for MAPS engagements is the Policy Support aspect. It is least developed in term of methods and tools, and it requires a very different UN coordination and engagement than Mainstreaming and Acceleration. After all, this is exactly the aspect of MAPS that required longer-term engagement, which cannot be "delivered" by the Project. Instead, the Project would need to seek ways in which it would act as broker, convener or, eventually, a platform.

Annex 1: List of people interviewed and consulted

Name	Organization / Position
Pedro Conceicao	Director, SPU, Co-executive of MAPS Project
Rosemary Kalapurakal	Director a.i., SD Cluster, Co-executive of MAPS Project
Alice Chen	Project Manager
Sorie Lee	Policy Specialist
Joseph D'Cruz	Executive Office, Senior Advisor
Patrick Keuleers	Chief of Professions, Governance cluster
Jo Scheuer (with Rajeev Issar)	Chief of Professions, Climate Change
Chitose Noguchi and Margaret Chi	Global Programme Manager/ Policy Specialist
Abdoulaye Mar Dieye	ASG, Director, BPPS
Nathalie Bouche	Arab States SD Advisor
Ade Mamonyane Lekoetje	RC of the Gambia
Serge Kapto	Policy Specialist
Nicole Igloi	Policy Specialist
Tasneem Mirza	Policy Specialist
Oksana Leshchenko	Policy Specialists
Almudena Fernandez	Policy Specialist
Devika Iyer	Policy Specialist
Jaimie Grant	MAPS Support Consultant
Thomas Alfstad	UN DESA
Irena Zupcevic	UN DESA
Alex Warren-Rodriguez and Richard Bailey	UN DOCO
Seomy Martha Kang	Republic of Korea

Annex 2: Agenda of the session with the Project team

Date: 26 September 2018

Session	Focus	Timing
1) Preferred futures and priority actions of the stakeholders	- Introduction to MTE approach to the prospective analysis - Presentation of consolidated insights from stakeholders on preferred futures for 2021 - Facilitated discussion - Presentation of consolidated insights on priority actions for next 6 months - Facilitated discussion and group work - Conclusions of the Project team	3-4pm
2) Alternative Futures for 2030 and Assessing Strategic Options	- Brief presentation of the methodology, with instructions for the work in group - Generating "kernels" (the essence) of scenarios for 4 generic futures in 2030 (the generic futures prepared in advance) - Sharing of the scenarios and brief discussion - Discussing Strategic Options for the Project (i.e. how it should/could change) - Windtunneling (assessing the "fit" of Strategic Options in each scenario) - Final discussion	4-6pm

Annex 3: Project Timeline, with deliverables

From 1 January 2016 until 30 July 2018
Excludes: *Output 6 (SDG Campaign), Output 7 (MAPS team), and Output 8 (fragile settings)*

Key events

Description	Dates / Period
Support to VNRs – national SDG sensitization and consultation exercises (at the 2016 HLPF)	2016
CLEWS workshops	Aug 2016 (Addis) Dec 2016 (Bangkok) Jan 2017 (Istanbul) Mar 2017 (Bangkok)
Global MAPS Workshop	Jan 2017
Intensive training on CLEWS (3 weeks, Trieste)	June 2017
CLEWS workshops (New York)	Dec 2017
CLEWS national workshops (Costa Rica, Ghana, Mexico, Mongolia, Paraguay, Vietnam)	Aug 2017 (Costa Rica, Paraguay 1st workshop) Oct 2017 (Paraguay 2nd workshop, Vietnam 1st workshop) Nov 2017 (Paraguay 3rd workshop) Dec 2017 (Bolivia 1st workshop) Jan 2018 (Mongolia) April 2018 (Bolivia 2nd workshop, Bolivia 3rd workshop) May 2018 (Ghana 1st workshop, Vietnam 2nd workshop)
Scoping Missions for CLEWS	July 2017 (Vietnam, Ghana, Mexico, Senegal, Zambia) Aug 2017 (Cameroon, Zambia)
International Futures workshops (Egypt, Mexico)	Jul 2018 (Egypt) September 2018 (Mexico)
Closed meeting with RRs on VNRs (with DESA)	July 2017 and July 2018
Ending Poverty: The Road to 2030 (Preparatory HLPF meeting with WB) in Copenhagen	May 2017
International Futures workshop (NY)	July 2017
International Futures webinar series (5-weeks)	September- October 2017
HLPF Side event (on behalf of the UNDG): The SDGs in Action – Eradicating Poverty and Promoting Inclusive Prosperity in a Changing World	July 2017
UNGA Side event (on behalf of the UNDG): The SDGs in Action – Country-led, Country-owned	September 2017
HLPF Side event (on behalf of the UNDG): The SDGs In Action – Working together for inclusive, safe, resilient and sustainable cities and human settlements	July 2018
Event on multi-stakeholder engagement in SDG follow-up and review with UN DESA and SDG communications booth arranged at the Global Festival of Action in Bonn, Germany	March 2018

A series of SDG webinars	Since November 2017
MAPS engagement debriefs: Jamaica, Trinidad and Tobago, Armenia	8 November 2017
Follow-up and review of the 2030 Agenda,	13 December 2017
MAPS missions debrief: Belarus, Moldova and Turkmenistan	31 January 2018
MAPS mission debriefs: Haiti	16 March 2018
Financing the 2030 Agenda	4 April 2018
Advocacy, awareness raising and action for the SDGs	24 April 2018
Sustainable cities	25 April 2018
MAPS debrief: Ukraine	26 April 2018
2016-2017 MAPS missions stocktaking, and the Egypt example of new MAPS engagements	3 May 2018
MAPS debrief: Madagascar and Angola	15 May 2018
MAPS debrief: Albania	24 May 2018
Inclusive and sustainable industrialization in resource-rich countries	4 June 2018
MAPS engagement debriefs: Dominican Republic	14 June 2018
Practical tools for Localizing SDGs to LNOB – lessons from 'SDG Hotspots' in Guatemala	18 June 2018
Financing the 2030 Agenda in fragile contexts	20 June 2018
World Bank webinar - Fair progress? Economic mobility across generations	21 June 2018
MAPS debrief: Uzbekistan	26 June 2018
Foresight for MAPS - Integrating Strategic Foresight and Alternative Futures	13 July 2018
Localizing the SDGs in Africa	28 August 2018

MAPS missions and engagements

Country	Date/s
1. Liberia	8-12 Aug 2016
2. Cambodia	3-7 Oct 2016
3. Jamaica	24-28 Oct 2016
4. Mauritius	14-18 Nov 2016
5. Kazakhstan	21-25 Nov 2016
6. Guinea	21-25 Nov 2016
7. Djibouti	27 Nov - 1 Dec 2016
8. Tajikistan	5-9 Dec 2016
9. Sudan	11-15 Dec 2016
10. Trinidad & Tobago	17-26 April 2017
11. Timor Leste	18-27 April 2017
12. Aruba	15-19 May 2017
13. Sri Lanka	22-26 May 2017
14. Azerbaijan	30 May - 3 June 2017
15. El Salvador	26-30 June 2017
16. Moldova	17-21 July 2017

17. Comoros	24-28 July 2017
18. The Gambia	24-28 July 2017
19. Armenia	24 July - 1 Aug 2017
20. Mali	18-22 Sept 2017
21. Sudan	8-12 Oct 2017
22. Burkina Faso	6-10 Nov 2017
23. Mongolia	20-24 November 2017
24. Turkmenistan	20-25 November 2017
25. Dominican Republic	27 Nov – 1 Dec 2017
26. Belarus	27 Nov – 5 Dec 2017
27. Haiti	29 Jan – 2 Feb 2018
28. Angola	12 – 16 March 2018
29. Ukraine	12 – 21 March 2018
30. Brazil	9 – 13 April 2018
31. Albania	16 – 20 April 2018
32. Uzbekistan	23 – 27 April 2018
33. Madagascar	23 – 27 April 2018
34. Bosnia & Herzegovina	27 – 28 May 2018
35. Curacao	18 – 22 June 2018
36. Kyrgyzstan	25 – 29 June 2018
37. Tunisia	9 – 13 July 2018
38. St Lucia	Coming up
39. Palestine	Coming up
40. Serbia	Coming up
41. Egypt	Coming up
42. Guatemala	Coming up
43. Guinea Bissau	Coming up
44. Tanzania	Coming up
45. Cameroon	Coming up
46. Bolivia	Coming up
47. Samoa	Coming up

Reports, policy briefs and other strategic publications

Title/Description	Launch / Dissemination
2016 Africa Data Revolution Report	May 2016
The SDGs are Coming to Life: Stories of Country Implementation and UN Support	July 2016
UNDP Offer on SDG Implementation in Fragile States	Oct 2016
International Futures in Moldova	Sept 2017
International Futures in Brazil	Dec 2017
International Futures in Turkmenistan	Nov 2017
International Futures in Uzbekistan	July 2018

Policy Briefs: Using knowledge from the margins to meet the SDGs: the real data revolution & Participatory Accountability for the SDGs: beyond Social Accountability – with IDS & UNICEF	June 2017
Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict – with WB	Sept 2017 and Mar 2018
MAPS Mission Engagement and SDG Implementation Support (synthesis report)	April 2018

Tools, guidance notes, and other methodological documents

Title/Description	Launch / Dissemination
Mainstreaming the 2030 Agenda for Sustainable Development	Feb 2016 (updated: April 2017)
Getting to the Last Mile in Least Development Countries – with UNCDF	Nov 2016
Rapid Integrated Assessment	
SDG Country Reporting Guidelines – with DESA	Feb 2016
FAQ for VNRs & SDGRs – with DESA	June 2017
Model Users' Guide for Policymakers	Draft available
PovRisk – Policy paper	Aug 2017
Institutional and Context Analysis – with Oslo Governance Centre - Guidance note	March 2017
SDG Forecasting (extension of the International Futures model) – with University of Denver – Documentation	Aug 2017
SDG Acceleration Toolkit (on-line) – with DESA & UNICEF	July 2017
Ageing, Older Persons and the 2030 Agenda for Sustainable Development	July 2017
Guidance Note: Data for Implementation and Monitoring of the 2030 Agenda for Sustainable Development	Oct 2017
Strategic Foresight for MAPS – with UNDP's Global Center for Public Service Excellence in Singapore	Jan 2018
Guidance note - Innovative co-financing in health – with London School of Hygiene and Tropical Medicine and STRIVE	Aug 2018
Data visualization of SDGs from VNRs & SDRs – with DESA and DOCO	Oct 2017-ongoing

Support to country reporting/assessments & use of new tools

Title/Description	Periods
Rapid Integrated Assessment (43 countries)	2016 - 2017
PovRisk (applied in additional 6 countries through MAPS missions): Albania, Cote D'Ivoire, Indonesia, Pakistan, the Philippines, and Tunisia	2016
Institutional and Context Analysis (applied in 3 countries): Mongolia, Ukraine, and Sri Lanka	2016
COMBOS (applied in additional 10 countries through MAPS missions): Aruba, El Salvador, Jamaica, and Trinidad and Tobago, Guyana, Argentina, Bolivia, Costa Rica, Honduras, and Mexico	2017
Data Ecosystem Mapping (6 countries): Bangladesh, Moldova, Mongolia, Senegal, Swaziland, and Trinidad and Tobago	2016

Support to VNRs (14 countries): China, Colombia, Egypt, Georgia, Madagascar, Mexico, Montenegro, Morocco, Philippines, Samoa, Sierra Leon, Togo, Uganda, and Venezuela	2016
Modelling Tools (12 countries): Bolivia, Cameroon, Costa Rica, Ethiopia, Ghana, Mexico, Kyrgyzstan, Paraguay, Mongolia, Senegal, Uganda, Vietnam	2016, 2017, 2018
SDG Forecasting (4 countries): Moldova, Brazil, Sudan, and Turkmenistan	2017, 2018
Data Ecosystem Mapping (10 countries: 8 directly supported by the Project): Cote d'Ivoire, Ethiopia, Kenya, Madagascar, Nigeria, Rwanda, Senegal, South Africa, Swaziland, and Tanzania	
Innovative co-financing in health – Malawi	2018
Support to VNRs (32 countries): Albania, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Belize, Benin, Botswana, Brazil, Chile, Costa Rica, El Salvador, Ethiopia, Guatemala, Honduras, Indonesia, Jordan, Kenya, Malaysia, Maldives, Nepal, Niger, Panama, Peru, Tajikistan, Sudan, Thailand, Togo, Uruguay and Zimbabwe	2017
Support to SDGRs (22 countries): Argentina, Azerbaijan, Bahamas, Bahrain, Bangladesh, Belarus, Bhutan, Colombia, Costa Rica, Dominican Republic, El Salvador, Gambia, Ghana, Jamaica, Jordan, Lao PDR, Nepal, Peru, Republic of Congo, Senegal, Tajikistan, and Viet Nam (including 10 2017 VNR countries and 10 2018 VNR countries)	2017 - 2018
LNOB Assessment (7 countries): Bahamas, Columbia, Costa Rica, Gambia, Jamaica, Republic of Congo, and Senegal	September-June 2018

Communications / Sharing data

Title/Description	Date/s
MAPS portal – document and resource repository for MAPS Engagements, open to colleagues across UN System, hosts mission materials, pipeline information, webinar recordings and background materials on MASP approach and tools	Since March 2016
Yammer group – 1000+ members for information sharing, expectation to grow into an active community of practice with links to MAPS capacity building programme	Since March 2016
IFs/SDG data platform (forecasts: 40 SDG indicators in 186 countries)	Since August 2016
UNDP-UNDSESA Modelling Tools website	Since June 2016
UNDP microsite dedicated to SDGs (2030agenda.undp.org)	2017
Launch of Twitter handle (UNDP_SDGs)	November 2017
MAPS project leaflet	December 2017
MAPS explainer animation	December 2017
Launch of the SDG Deep Dive series	June 2018

Annex 4: MTE Assessment Report

The MTE Assessment is the first part of the overall, integrated report MTE. The Assessment relates to the first phase of the MTE methodology (as approved in the Inception report) that deals with the retrospective analysis of the Project. In other words, it deals with the past of the Project – its results, lessons learned, dynamics, hindering and enabling factors, and patterns of change. The Assessment part of the MTE prioritized identification and analysis of Project's patterns and trajectories from its launch until mid-2018.

The Assessment also incorporates the conventional evaluation criteria of Relevance, Efficiency, Effectiveness, and Sustainability – within the scope of the evaluation questions presented in the MTE methodology. However, it does not include financial aspects of the project, and, in contrast to most retrospective analysis within MTEs, this MTE Assessment does not include detailed assessment of specific results. This is so not only due to the agreed MTE methodology, but also because an audit of the Project was taking place at the same time as this MTE. The audit covered detailed assessment of Project's results and performance, so there was a need to avoid unnecessary overlap. Nevertheless, the MTE include some of the same elements as the audit, and refers to specific results of the Projects across the sections of this report.

In addition, the MTE includes an overview of key events and deliverables for the whole Project – presented in a historical Timeline and organized thematic sections (as provided in the Annex). Furthermore, the Assessment includes additional analyses, as that referring to micro-narratives, Theory of Change, Business Model, etc.

The MTE Assessment is divided into two parts. The first part addresses systemic aspects of the project under the broader heading of Project Design and Strategy. This part provides additional value of the MTE because it deals with micro-narratives, Theory of Change, review of the business model and, amongst other, review of a MAPS tool. The second part includes consolidation of main factors and patterns, as well as consolidated inferences on the main evaluation criteria.

General Conclusions

Before we move into the strategy and design of this Project, it is important to provide a general conclusion based on some comprehensive criteria.

As mentioned earlier, a standard project framework does not apply: an emergent project based on iterative programming should not have overly static and rigid Results Framework. In some cases, such projects should really not be expected to know – precisely - what they would be doing beyond next 6 months – otherwise,

innovation is constrained, and flexibility replaced by an overly optimized design and planning. Hence, strict comparison between expected targets and delivered results would not be able to capture the complete value provided by such projects.

The Project cannot be treated conventionally, but it is not really based on an innovative modality of programming or implementation. The only meaningful approach to considering the success of the Project is to search for evidence of a "balancing acts". These "balancing acts" are instances in which the Project managed to perform in a flexible and iterative manner, but also ensured that basic requirements of its formal project framework are satisfied. It would also need to incorporate adequate responses to external dynamics, but also ensuring consistency and stability of Project objectives and intentions. The success would also be reflected in efforts to maintain boundaries amongst Project elements (e.g. outputs), but still make them sufficiently "fuzzy" to allow for interaction and cross-fertilization. Hence, there would be a "structure" but it would be more diffuse and more agile than in conventional projects. Furthermore, success would be measured in terms of proper design and adequate approximation of a Theory of Change in real-life situations. Results Framework would still exist, but its outcomes, outputs, indicators, and targets would be based, at least to some extent, on emergent processes and iterative programming.

> *Based on above criteria, the Consultant concludes that – with regard to design and strategy of this Project – it achieved the score 4 (out of maximum 5). It was highly flexible, and it responded to emerging demands, contexts and circumstance – and it evolved successfully by continuously learning and improving. Nevertheless, it did not sufficiently ensure the "balancing acts" between such an innovative approach and the formal project framework. Finally, the Project kept increasing its scope without securing the accompanying capacity and without sufficiently systematizing its overall approach in terms of specific outputs and the relationship between them.*

However, we should take into consideration the following:

- Lack of explicit and elaborated Theory of Change,
- Inadequate Results framework,
- Challenges in resource mobilization and funding predictability, and
- Weak business models (in particular, the operating system).

Hence, it is remarkable that the Project achieved such volume and diversity of deliverables; provided such quality of services to the beneficiaries; and had such multiplicatory effect on promoting and operationalizing the overall MAPS approach.

Some of the main factors for the success (as validated by most stakeholders) include:

- Enthusiasm and inner drive of the Project team,
- Commitment and support by the leadership,

- UNDP allowing for flexible implementation of the Project designed in the conventional manner, and
- Partnerships at global, regional and country levels (within UNDP and with other UN Agencies).

It should also be concluded that there is a considerable discrepancy between general and specific dimension of Project's success.

⇨ At the general level, we could even consider that the Project has gone beyond what might have been considered possible at its launch. Indeed, original targets were highly ambitious, but the actual reality at the Project launch should not have been promising in terms of achieving such volume and diversity of deliverables. Looking back, the mere number of MAPS missions and engagements seems to exceed the actual capacity of the Project, especially, given it was operating in an "uncharted territory". It is also rather surprising that the Project ensured continued convergence of micro-narratives regarding the Project's purpose.

⇨ At the more specific level, the Project manifested a considerable degree of fragmentation and adhocracy. It lacked a proper Theory of Change and a sound Business Model, and the Results Framework was often more of a burden or even an obstacle, than a guide for implementation. While its overall strategy was good, it was not complemented with systematized and elaborate management arrangements.

The above is not unusual in innovative projects, but such projects ought to pass through a "maturation" phase. As they evolve, the structure supporting it should also evolve and improve. Such a structure does not need to be conventional or bureaucratized, but has to: a) be based on certain "fuzzy" boundaries; b) ensure some clarity of scope and priorities; and c) apply advanced methods for facilitating adaptation and learning in a systematic manner. In other words, iterative, flexible projects require more investment into the structure and supporting mechanisms exactly because they are based on emergent and unpredictable course of action. Otherwise, they tend to fail in terms of continuity and systemic change, but also in terms of sufficiently leveraging its results for a more catalytic impact.

Some of the possibilities for the Project would include developing a "menu of options" for Project's services and offerings, and incorporating elements of the platform model into its Theory of Change and Business Model. It would better systematize its toolkit and improve interaction between different Project Outputs. Elements of "what comes next" are also critical, including facilitating the link between policy support and programming at the country level (especially in the context of MAPS engagements).

Ultimately, the Project should consider: 1) Designing a more adequate Theory of Change and Business Model; 2) being more pre-active then reactive and proactive; and 3) introducing mechanisms for more systematic response to changing demands

and circumstances – without falling-back on the conventional project approach that would undermine its main strengths of flexibility and innovation.

Micro-narratives and Communications

One of the additional elements of the MTE was the analysis of micro-narratives regarding Project's purpose. Stakeholders were asked to describe the Project - in their own words and from their own perspective - and in 3-4 sentences. The intention was not to collect standard definitions of the Project, but to allow for articulating diverse ways in which people see and understand what the Project is all about.

The quantitative analysis of the micro-narratives is presented below, using the on-line algorithm provided by WordItOut. The larger (and darker) the word, the more frequently it was used in collected micro-narratives. It should be noted that words "SDGs" and "SDG" were excluded because they were frequently used, but do not add value to this analysis.

There is a diversity of words and concepts used, most of which with relatively low frequency – which reflects the diversity of the way in which stakeholders used specific words to describe the Project. However, it is more than obvious a few words stand out – and that they were present in almost all descriptions of the Project.

> *By using this quantitative analysis, we could infer that the Project is about: UNDP and MAPS, but also about UN, (2030) Agenda, (specific) approach and countries. Putting it differently, we could aggregate this by stating that the Project represents UNDP support, working with the UN, on application of MAPS approach at the country level for the 2030 Agenda.*

There should be always certain caution with regard to inferences of quantitative analysis of narratives, because, amongst other, frequency does not always indicate

relevance. Nevertheless, the interpretation of micro-narratives indeed supports the results of the quantitative analysis in this particular case, i.e. it leads to almost the same inferences. The main shared elements of the interpretation of micro-narratives include:

- *UNDP support to countries in applying the MAPS approach (mostly mainstreaming, increasingly acceleration, and at an early stage of continued policy support)*
- *Facilitating inter-agency involvement (a "vehicle" for more sustained UN-wide engagement on the SDGs)*
- *Evolving by responding to diverse country demands and contexts*
- *The use of a variety of tools, but also developing capacity for their application*
- *Practical and action-oriented, while learning and experimenting ("a test-balloon")*
- *Multi-disciplinary and multi-stakeholder approach*

Some aspects of the project were not really prominent in the micro-narratives. This includes, primarily, the Project's work on data and accountability. While mentioned few times, it was not prominent in the descriptions. Moreover, almost nobody mentioned the SDG Action Campaign – it was not a part of the MTE, but the Consultant did not indicate that in advance, so the respondents were not aware of it. It is possible that respondents tended to see the SDG Action Campaign as a separate project or initiative, but there is no solid evidence for that.

The interpretation of micro-narratives adds an additional layer of meaning, which does not lead to statistical significance (so is not manifested in the quantitative analysis). One of the reasons for that is that respondents might have wanted to share similar insights but used different words. For example, "tailored", "flexible", and "responding to demand" are rather different concepts, but, on a more generic level, tend to converge in terms of describing the Project. Similar situation is when Project is referred to as being "experimental", "a prototype", "being pioneers" – as well as regarding the involvement of UN agencies by referring to "inter-agency", "pooling UN expertise", "integrates expertise" or even "supported by UN". Furthermore, several respondents used the same word, but in different forms, as is the case with "catalytic" and "catalyst".

> *Hence, the overall inference is that there is a high level of convergence regarding how stakeholders describe the Project. It is a bit surprising, given the wide scope of the Project and the variety of complex issues it is addressing. Moreover, there is a high level of alignment between how stakeholders describe the Project and what the core purpose of the Project represents. These results of the micro-narrative analysis testify that the Project was indeed successful in communicating its purpose consistently and authentic in operationalizing it, despite evolving its approach.*

Nevertheless, it should be noted that most of the stakeholders covered by the MTE have been in proximity to the Project, either by being involved in some of its activities or closely collaborating with the Project team. The situation is a bit different when

we compare the insights from the survey that captured a wider group of people (although with only 7 respondents, the survey should not be considered very representative). There, as well, is relatively high level of convergence of descriptions of the Project, but – when more specific questions were asked – respondents tended to elaborate only on a specific, often narrower, focus of the support provided to them by the Project. For instance, a respondent would, after indicating the broader purpose of the Project, focus on the support it provided to, for instance, development of an SDG Roadmap or for preparation of a VNR. This is to be expected because the wider the audience the more diffuse the relationship with the Project. The important issue is that even in the wider audience, the Project seems to be communicating a rather consistent image of its general purpose and core intentions.

The challenge for the Project is related to communication and representation of its purpose in the context of the changing context and further evolution of Project operations. On one hand, stakeholders might not be able to follow certain important developments within the Project. For instance, the transition from MAPS missions to MAPS engagements, even when understood at a generic level, might not be embedded in micro-narrative of most stakeholders who experienced the Project at its early stage. If, for instance, a country had a MAPS mission, and there was no further engagement, the country-level actors might not be exposed to the idea that the Project is not anymore about one-off missions, but about engagements. On the other hand, the uncertainties regarding UNDP at the country level (due to, amongst other, delinking between RR and RC, and UNDP's intention to platform CO operations) might further influence convergent understanding of the Project.

This challenge is not necessarily a problem for the Project but represents an issue to be addressed strategically. There are two main options for the project.

=> Firstly, the Project might wish to continue communicating a rather generic idea about what it is and what it does, but further improve the way it represents its core value proposition and services – regardless of specific contexts and applications. That would be an efficient way to approach the challenge, but might not be able to circumvent possible confusion, at least not until there is more certainty and clarity regarding UNDP reorganization and broader UN reform (on this, see later in the report).

=> The alternative would be to develop an elaborate communication strategy which would facilitate communication and engagement with the stakeholders (particularly at the country level, but also with donors) regarding the Project's varied services and actions. It would need to address specific Project outputs, as well as the relationship between those. Moreover, it would need to address the different value propositions of the Project in diverse contexts, and at different levels (global, regional, and country). It would also need to fully clarify the role of UNDP in the inter-agency approach to MAPS, but also distinguish those Project services that remain predominantly provided by UNDP. Finally, this approach would also need to be

aligned with the changes that the Project might undergo regarding its Theory of Change, Strategy, Business Model and – hence – the scope and focus.

Finally, for this part, it should also be mentioned that the MTE looked into the communications activities of the Project. The intention was not to conduct an in-depth analysis and the specific activities on communication are listed in the Annex with the Timeline.

The communications, along with aspects of knowledge management, were incorporated across Project's outputs and, amongst other, aimed to promote the MAPS approach and to position UNDP as a go-to partner for SDG implementation. There activities targeted primarily a technical audience, including member states, donors, UN(DP) colleagues and external development practitioners. Furthermore, high-level events have been organized during the UN General Assembly, the High-level Political Forum and the Global Festival in Action to position and promote UNDP's and the UN development system's support to SDG implementation together with partners.

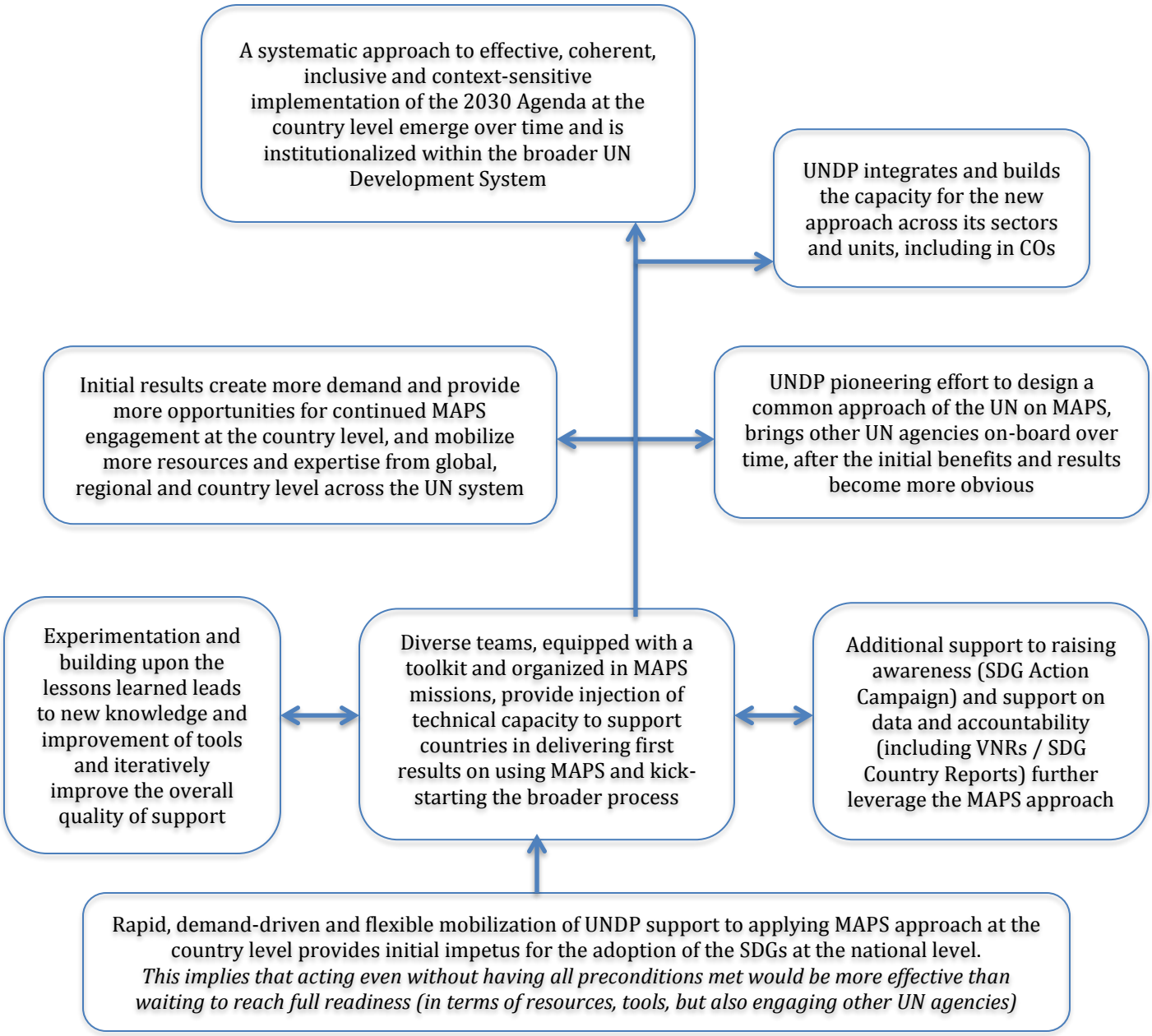
Theory of Change

The MTE attempted to reconstruct the initial Theory of Change (ToC) of the Project and propose a "loose" ToC. There is no explicit ToC in the Project Document (either in the original or the revised one), but elements of a ToC always exist in any project or initiative. Simply put, without some (even rather vague) idea about how "the change would happen" actions lack minimum focus or intention.

Essentially, the "loose" ToC is based on Consultant's own interpretation, but still building upon insights provided by stakeholders and through document and data analysis. Such reconstructing of a ToC is used only for the purpose of understanding the baseline and then to observe how the Project evolved. It is not meant to become an actual Project ToC. The validity of the reconstructed ToC might not be high because it applies a retrospective approach in which the ideas about "what was the initial intention" might be skewed by "what is currently going on".

Nevertheless, and somewhat surprisingly given the complexities surrounding this Project, the "loose" ToC of this Project is relatively clear– at least at the generic level. But, more specific "theories" of how individual elements of the Project individually induce change, and how they come together into a coherent Project, are almost completely missing (beyond certain basic methodological assumptions of MAPS).

At the generic level, the reconstructed "loose" ToC has the following - essential but not exhaustive - elements:



One particular addition to the above elements of ToC is the transition from MAPS missions to MAPS engagements. Combined with more substantive involvement of other UN agencies in MAPS missions/engagements (but also their involvement on tools, data, and other Project outputs) would completed the overall picture.

> *Even if accepted as sufficiently valid, the generic ToC would cover only the most overarching aspects of the Project. There might be a "theory" of how the Project overall expects to induce and facilitate change, but there is lack of clarity on*

> *"theories" regarding specific "pathways" of change within individual outputs, or how those "pathways" relate to each other to come together into an integrated, generic ToC.*

Such a generic ToC is considerably aligned with the Project's Strategy and Business model (see later), which further confirms the consistency of the approach. But, in this case as well, the alignment is observed only at the generic level, and not in terms of specific elements and dimensions of the project.

=> Further work on the Project's ToC is essential and necessary. The Project should not continue evolving without developing a proper ToC. That ToC would need to be multi-layered or compound (with elaborate pathways of change) and apply a systemic approach (with each Project' element as a sub-system). It would need to be aligned with the (improved) Project's Strategy and Business Model. Most importantly, the ToC should avoid becoming a mere interpretation of the Results Framework. ToC and the representation of specific Project results should be considered related, but substantially different in terms of methodology, purpose, and application. ToC should provide a strategic framework for how the Project expect to facilitate systematic and catalytic change, while the Results Framework should include only a section of that change that should guide operations and that the Project commits to be measured in specific terms.

Results Framework

Conventional projects ought to have a robust Results Frameworks (RFs) that provide clear operational guidance, and ways to monitor and measure progress and results. This Project, as already explained, is (at least de facto) not a conventional project, but rather an innovation initiative of sorts.

> *However, for a "Project that is not a project", the need for proper RF is even more critical. Such RF would not be conventional, so it would require advanced methodology for identifying results, indicators, and targets. The issue here is not "less of RF", but "more and different RF". An innovative Project will need to be supported by an innovative approach to RF.*

This section will not elaborate on details on specific elements of the RF (this is being addressed by the Audit of the Project and is not the objective of the MTE anyway). Instead, it will provide a more strategic feedback, with the indication of what might need to be changed in the overall approach to this Project's RF.

First and foremost, the overall Project scope remains too wide and unclear. It might have been clear in a formal sense at the launch of the Project, but the Project continued increasing the scope, so as it evolved it seems that it has gone beyond a meaningful boundary (at least given the capacity). The scope is vague also due to the fact that considerable input into the Project comes from staff of UNDP and other UN agencies that are not always formally a part of the Project. Therefore, clarifying the

scope of the Project would need to be accompanied by clarifying the involvement of non-Project staff. Another possible issue with the scope is the SDG Action Campaign. In many ways – and also confirmed by several stakeholders – the SDG Action Campaign might be considered a separate Project. Improved linkages between the work on accountability and data (in itself a massive endeavor) would further help clarify the overall scope of the Project.

> *The above inferences have been validated by several stakeholders who, amongst other, emphasized the need for clarifying the scope, avoiding fragmentation, and "systematizing" Project Outputs.*

The overall RF – and hence the design of the Project – reflects the main phases of the MAPS approach. A strict division into phases – Mainstreaming, Acceleration, and Policy Support - might have been a part of the initial understanding the how the MAPS should be applied. However, real-life complexities indicate that such a linear progression is not always possible, and it is almost never preferable. The process of bringing SDGs to countries and integrating them into policies, programmes, services, and operations of national stakeholders is in itself an emergent and iterative process. That cannot be effectively supported with a linear approach divided into strict phases.

In reality, the Project did not always apply a linear approach and, hence, the discrepancy with the existing RF. For instance, a MAPS mission would often incorporate elements of M, A, and even PS. The advocacy element of MAPS could not be limited to Mainstreaming (if it ever should have been) and it spans across the whole process, often to be intensified while providing policy support. With the introduction of MAPS engagements, the boundaries between the phases of MAPS became even more blurred. On top of that, genuine innovation approach would require working on the ends as much as on the means, i.e. engaging with several dimensions of change simultaneously.

As a side note, we might need to consider the nature of complex social problems that the SDGs indeed represent. These problems are highly interdependent and the dynamics of change of (and amongst) individual elements of the system influences the dynamics of the overall system in unpredictable ways. Hence, the idea that, for instance, identification of accelerators can be "finished" might not be valid at all. What today represents an accelerator will certainly keep changing in the years to come, and it might not look the same in 2018 as it would, for instance, in 2025.

Other Outputs of the Project makes the situation even more complicated. Output 4 is focused on Accountability and Data. If understood mainly as the support to national reporting (VNRs or SDG country reports), it might be considered a stand-alone activity, while still being integral to MAPS. But, this Output cannot be seen as separate from the other ones because, amongst other, of the role of data in MAPS missions and engagements (i.e. Outputs on M, A, and PS). Output 5 deals with Learning and Integration, but it is very hard to separate, for instance, the development of tools from

MAPS missions and engagements. As already mentioned, the SDG Action Campaign (Output 6) might even be considered a separate project.

> *Finally, it has to be reiterated that MAPS missions are not even specifically mentioned in the RF (or the rest of the Project Document). It should be noted that these activities were not originally envisaged, but they became a prominent aspect of the Project early in the implementation. The transition to MAPS engagements is also not part of the RF (although it was revised recently when engagements already started). Hence, some core activities of the Project are not formally reflected in the RF almost at all.*

With regard to the results in the RF, the situation is quite problematic, at least from the conventional approach to RFs. Project takes over the Intended Outcomes and Intended Outputs from the UNDP Strategic Plan. This might be required and even meaningful, but the link between those results and Project Outputs is almost completely missing. It might be inferred that the top part of the Project RF is limited to Project Outputs, and in that sense lacks proper higher-level results.

Project Outputs and indicators are poorly defined. They are overly general and there is often lack of a distinction between the description of an output and of its indicator. However, what seems to be most problematic is related to the issue of accountability of global projects. A global project simply cannot be accountable for results that are essentially outside of its control (especially not at the output level of results). Almost all Project Outputs relate to changes expected to take place at the country level – and a global project can "only" provide contribution to those, rather than commit to accomplishing such results. Furthermore, some of the Outputs, if properly understood, could be considered better at the outcome level. For instance, mainstreaming of the SDGs can be seen as a part of an output if it refers to, for instance, an SDG Roadmap. But, substantive and systemic mainstreaming goes beyond a particular document and should better be considered as an outcome.

=> The Project should consider looking into nascent practices of <u>iterative programming</u> and try to identify ways in which the conventional RF would be balanced by an advanced and innovative approach. Moreover, the Project should explore the opportunities provided by <u>new programming modalities</u> of UNDP and how that would change the RF. Essentially, the <u>RF should be addressed after the Project develops a proper Theory of Change and after it improves its current Business Model</u>. RF should be considered as the final element of redesign of the Project, not its foundation.

Business Model

It is still not very common to discuss business models in international development (although the practice of referring to business processes has mostly established). One of the reasons is the interpretation of the English word "business" that still tends to relate to profit-making enterprises. However, any initiative or activity that

incorporates 3 main elements of a business model should be treated in terms of a business model design or analysis.

The 3 main elements of a business model are:

1) Value proposition (description of the tangible and symbolic values of products and services delivered to users or beneficiaries)
2) Operating system (processes and resources that lead to value creation)
3) Financial model (the approach to costs and revenues)

In most cases, business models are based on the so-called "pipeline". In this generic model there is a relatively linear progression from inputs (coming from the "outside"), to operations (performed "internally"), to outputs (delivered to the "outside"), and to capturing the value (on the "inside"). The emphasis is predominantly on optimizing efficiency (doing more with less) and operational effectiveness (doing the right things on short-term). An alternative generic model is the platform, in which the value is co-created and co-delivered on the "outside", with the organization supporting the platform providing for onboarding, facilitation and curation, and matching of ecosystem actors ("peers") that co-create and co-deliver the value.

> *This Project, as almost all development activities, is a typical pipeline. It is innovative and experimental, and it embeds co-creative activities and processes, but its business model remains a pipeline. Amongst other, it uses resources from the ecosystem (financial, expertise, etc.) to organize and deliver MAPS engagements (as well as tools and knowledge products) that provide expert and convening services to the ecosystem (mostly at the country level). The more the Project facilitates co-creation of its services by stakeholders at the country level the more it will get closer to becoming a platform. However, such an attempt would require a fundamental redesign of the Project and because it could be achieved only over some period of time (e.g. 1-2 years) it might be too long a process to accomplish before the expected Project's end.*

The main value propositions of the Project are based on expert services, and the Project complements in-house consulting functions of the BPPS. In the jargon of business model design, these services are meant to help countries on certain "jobs" (e.g. creating conditions for accomplishing the SDGs) - as well as to relieve their "pains" (e.g. help address problems in coordination) and help reinforce the "gains" (e.g. leveraging partnerships). Project's services are based on demand and most of those they are provided in an iterative manner, with experimentation and flexibility.

For most part, the value propositions are clear and known to beneficiaries and partners. Disagreements and some confusion emerge only with regard to the Project's operating system (the How, see below). However, there are still challenges for the value propositions of this Project and one of the most important includes the issue of the ultimate purpose or impact. In this current design, the Project is not expected to last until 2030, so that it would state its "end game" in reference to the

accomplishment of the SDGs. The Project might be extended, but at this point it is expected to finish by the end of 2020 – or 10 years before 2030. Thus, the question emerges what the final value of the Project should be delivered by the end of 2020 - with the current design and set-up. Moreover, it is not always clear what the "end game" of specific Project's Outputs is. This is why some stakeholders noticed that, for instance, the "impact" of MAPS engagements is not always incorporated into the design of those activities, so it is clear or tracked and measured.

=> The Project should further improve the formulation and content of its value propositions, primarily by introducing proper Theory of Change and improving the Results Framework – as well as clarifying its scope and priorities.

=> One of the possibilities for the Project is to introduce a sort of "menu of options". This would be articulated by grouping and combining different activities and services into consolidated "offerings". Each of those would be based on clear "end-game" (and the expected value to be delivered) and proper segmentation of Project's broad targets groups and users with similar demands and contexts. In that way, a user would be able to choose specific offerings and combine them, while also agreeing with the Project on specific pathway of change. For instance, a UN country team might choose a combination of support within a MAPS engagement that combines only selected elements of pre-mission, mission, and post-mission. This would be very different from the current ad-hoc approach, but it would not constrain the experimental, emergent or innovative intentions of the Project. Instead of being organized into deliverables and activities, the Project would have service offerings – that could be presented in the form of a Catalogue of services.

The weakest dimension of the Project is its operating system – the How of the Project. Due to the intention of the project to be demand-driven and flexible, Project's operations are not specified in much detail. The Project Document provides very little in terms of how the Project should be implemented. To some extent, implementation arrangements are based on standard procedures of UNDP and they are supported by a general governance structure. However, the Project requires more clarity on the way Project team is organized and managed. There is very little in the Project Document (or elsewhere) that provides information on project management or implementation arrangements (besides, basic information on Project Governance). Moreover, there is almost no explanation of the ways in which the Project engaged in partnerships.

Similar situation is with core business processes. Some of those are defined in a standard form by UNDP, while some, like SOPs for MAPS engagements, the Project starts to embed into its operations. However, the Project lacks more advanced planning, monitoring and tracking, and reporting business processes. This refers to both the Project overall and to its individual activities (e.g. MAPS engagements or support to VNRs). At a minimum, these processes should be conducted on quarterly basis for the Project overall, with more substantive annual progress reports. For 2.5 years of implementation, the Project produced only 2 major reports: one consolidated

for 2016 and 2017, and another in the form of mid-term report for 2018. Beside a basic workplan in an excel, there is little evidence of regular planning or reporting system. The efficiency of these business processes would be ensured by designing these processes as highly usable (e.g. designing from the user perspective and performing usability tests) - while some of could be even automated to some degree.

> *It is not necessary (or even preferable) for this kind of innovative Project to have a highly structured operating system. But, the key elements of HOW it operates and provides its services has to be clarified. Putting some structure in place does not need to lead to bureaucratization, but adhocracy cannot be successful for a long period of time. It might have been a good approach at the beginning of the Project, but not anymore.*

=> First and foremost, the Project needs to <u>address its overall modality</u>. If it remains a conventional Project, it would then seek ways to balance between flexibility and formal requirements. If it changes its current modality – e.g. become an engagement facility or portfolio – then the whole operating system needs to be redesigned. It is highly unlikely that the Project could transform its Business Model and become an actual platform (or even a lab or sorts). If that is attempted, then it would require an advanced design a whole new operating system based on co-creation and co-delivery - iteratively implementation for at least 1-2 years.

=> The Project should considerably improve its <u>planning, monitoring and tracking, and reporting system</u>. Flexible projects are not successful because they do not have a supporting management system, but because these systems are designed properly to facilitate emergence and iterative programming and implementation. Such systems are not about "less", but about "more and different".

=> There is a need to <u>clarify partnerships arrangements</u>. It is not necessary to define individual partnerships, but to identify and explain the types of partnerships and how those are to be developed and maintained. It is particularly important to address it with regard to the involvement of the regional level, and UNDP Country Offices / UN Country Teams. With regard to the latter, it is essential to devise a mechanism that will improve national leadership and ownership of Project's involvement at the country level. This should include also a means by which the capacity of national stakeholders would be sustainably addressed.

The Project's Financial model requires major improvements, as well. For most part, it seems that the Project has been quite efficient in using its financial resources, but there is a major gap between expected resource mobilization (including for downsized targets in the revised Project Document) and the costs implied for delivery of Project results. The Project has one main donor (Korea) and receives additional support from another one (Germany), with UNDP providing core funding. The UNDP core funding represents a challenge because the amount of that funding is unpredictable because it is confirmed and made available only in the beginning (generally the first quarter) of the programming year.

Moreover, the Financial model does not reflect considerable input that is not funded by the Project. This input comes from the staff of UNDP and other UN agencies involved from global, regional and country levels. Some of the staff input at the global level is cost-recovered, but only to a minor degree. This is not the problem only for financial management of the project, but it also leads to major underestimation of the added value it provides with limited funding.

=> The Project should conduct a comprehensive review of its financial model. Firstly, it would need to be properly costed. It would include all input to the Project, including the input (e.g. staff time) provided by Project partners, regional staff and from the involvement of UNDP and UN agencies at the country level. Based on that, the financial model would need to differentiate: a) the input funded by the Project in full; b) the input funded partially; and c) the and input not funded (e.g. provided "in-kind") by the Project. Secondly, the Project should base its operational planning on clearer division between predictable and unpredictable funding – and consequently organize for two different implementation paths. Conversely, the Project could commit in its annual plans only to those activities for which the funding was secured well in advance – and everything else would remain only tentative, and would be considered "addition" to the priority Project activities. Thirdly, additional funding should be considered through new or redesigned partnerships that will provide either funding support (e.g. the Joint SDG Fund) or expert support (e.g. better utilization of regional and country staff). In other words, these partnerships would provide for the capabilities that the Project cannot fund and/or for increased capacity of those services that the Project funds but not to sufficient degree.

Lastly, but most important for the business model, is the broader role and place of the MAPS within UNDP and the broader UN Development System at different levels. At this point, MAPS is predominantly supported by this particular Project that applied a prudent strategy and acted to deliver results even with unclear (and changing) institutional context. However, it seems to be an open question of how much this Project (and consequently MAPS) is/will be embedded and integrated into the UNDP at global, regional and country levels. Moreover, further developments of the UN Development and its more prominent role in application of MAPS might have major implications on the Project. This is an issue that will be further addressed in the Paths Forward part of this MTE Report.

MAPS Engagements

One aspect of the Project deserves particular attention: the transition from MAPS missions to MAPS engagements. The lessons learned from the first 2 years of project implementation led to the realization that one-off support in the form of missions provides limited value. It should be noted that MAPS missions, for most part, did not include only the actual visit to a country, but also considerable preparatory and follow-up work. Nevertheless, the Project understood that a more continued and substantive support is necessary.

The general idea is that there should be three broad phases: a) pre-mission, b) mission, and c) post-mission support. Given the flexible and demand-driven nature of this Project, the engagements are not meant to be standardized and/or applied in the same way in all countries. The final engagement approach depends on country needs and requests, as well as on timing, contextual factors, and final agreement on specific activities.

> *While the flexible approach to MAPS engagement follows the same overall strategy of the project, there are risks that might need to be addressed. Essentially, without developing some sort of a "structure" for MAPS engagements, they might capture in adhocracy. If that happens, it will be increasingly difficult to efficiently and effectively manage the Project, and even more so to track, monitoring and report on the engagements and overall Project results.*

There is often a misunderstanding regarding the concept of "structuring". There are different kinds of structures and not all of those are overly optimized, closed, rigid, and bureaucratized. Some structures evolve by interacting with their ecosystems. In order to develop such emergent structures, a more advanced systemic design process is required – a process that would be able to produce "balancing acts" that combine specificity, focus and action, with fuzzy boundaries, comprehensiveness, and facilitated interaction of ecosystem actors.

=> It is a priority to better <u>structure MAPS engagements</u> and support it with a more <u>systematized toolkit</u>. Such an approach might include mapping of countries' needs and grouping them on that basis; proposing a "menu of options" with different paths that MAPS team might follow in delivery of services to countries; identifying specific roles and responsibilities for different combinations of elements of MAPS engagement and/or paths; and even introducing some (limited) elements of the platform approach into the Project. It would also require developing a framework for iterative planning, tracking and measuring results of individual MAPS engagements.

> *Finally, one issue that requires further consideration is: whose engagements are the MAPS engagements?*

It seems that the current assumption is that it is the Project that should be more continuously engaged, i.e. to work with countries for a longer period of time and with more substantive support. However, there might be an alternative understanding: that the "engagement" is that of UN Country Teams and national stakeholders. In this case, the Project should provide external support only occasionally and only in ways that further leverage country-level efforts. This would imply a different purpose of MAPS engagement: instead of delivering engagements, it would build the capacity of UN Country Teams and national stakeholders to co-design, co-lead, and co-deliver their own MAPS engagements. It would also provide specialized expertise by pooling resources across the UN system at regional and global levels, but only to complement

the expertise at the country level. And it would collect and consolidate lessons learned for improving methods and tools used by countries in their own MAPS engagements.

Review of a MAPS tool

Both the document analysis and insights provided by stakeholders confirm that one of the most important results of the Project relates to development and application of a number of tools that support the MAPS approach. It is through the tools that the Project went beyond expert support to countries, and beyond advocacy and raising awareness. Formally, tools relate mostly to the Output 5 on learning and knowledge products, but they part of almost all Project outputs.

These tools include a considerably variety, and some of those are accompanied with manuals or guidance notes (for more information, see the Annex with the Timeline). While some tools were emerged within the Project, most tools were developed outside the Project and then the Project incorporated them and facilitated their application in diverse contexts and at scale. A considerable number of tools were developed with other UN agencies, specifically with UN DESA and UNICEF, and with other UNDP units and initiatives at global or regional level.

Overall, the main Project-related tools include:

- Rapid Integrated Assessment – RIA
- Institutional and Context Analysis
- UNDG's Acceleration Toolkit
- Accelerator and Bottleneck Assessment
- UNSDG Acceleration Toolkit
- COMBOS
- Data Ecosystem Mapping
- International Futures
- Climate, Land, Energy and Water systems (CLEWS)
- Economy-Wide Analysis (MAMS)
- Energy Modeling Systems (OseMOSYS, LEAP)
- Geospatial Electrification
- PovRisk
- Strategic Foresight for MAPS
- SDG Country reporting Guidelines
- Innovative co-financing in health
- Data visualization of SDGs (development in progress)

Increasingly, the Project is being involved in methods and tools regarding the application of MAPS in the context of fragile countries, but this is outside the scope of this MTE.

The Project continues its efforts to increase the capacity for using MAPS tools across UNDP and in UN Country Teams. It also continues to facilitate conversations with other UN agencies on shared understanding and application of some essential concepts (e.g. acceleration). Nevertheless, one of the main current challenges for the

Project is to systematize the tools into a more coherent and effective toolkit. This is a challenge because it would require clarifying the specific contribution of an individual tool, and how it should be combined with other tools for very diverse ways in which MAPS engagements operate. This is a challenge also because tools evolve as well, and cross-fertilization between improving tools conceptually and methodologically, and learning from their application in country contexts need to continue hand-in-hand. One of the main obstacles in this regard is the lack of human resources – it appears that only 1 person in the team is fully committed to working on tools (although, substantive support is provided by staff not funded by the Project). Most of the support comes from the BPPS, but it is not always adequately reflected in either project planning or reporting.

For the purpose of going more in-depth on this aspect of MTE, one particular tool was selected for a brief review: Rapid Integrated Assessment (RIA).

RIA helps countries determine their readiness to implement the SDGs, but it also provides a quick snapshot of the level of alignment between the plans/strategies (at national or subnational levels) and SDG targets - and it helps identify interlinkages across SDG targets and areas for improved multi-sectoral coordination. The tool also helps to assess if the objectives reflected in the national plans/strategies are balanced across the five dimensions of sustainable development—people, planet, prosperity, peace and partnership. The RIA was developed by the Sustainable Development Cluster, and it was selected as a core tool to inform the Mainstreaming in the overall MAPS approach. It is an essential part of MAPS missions and engagements, and it remains the most widely used mainstreaming tool. RIA is also the main stepping-stone toward SDG Roadmaps, and for improvement of national development plans and sectoral strategies, and coordination mechanisms.

To date, RIA has been applied in nearly 60 countries. The process starts with a comprehensive document review, which focuses on the national development plan and sectoral strategies. This leads to mapping country objectives against SDG targets; to a more detailed alignment with specific targets; and overview of institutions responsible for each target. RIA is finalized with the report and recommendations on addressing gaps in alignment based on country context, improving SDG alignment within and across sectors, preventing duplication of efforts between institutions involved, etc. Special attention is being put on balancing the different dimensions of the 5 Ps, including calculating the percentages of national SDG targets that cover each of the "P"s.

> *One important observation is that, in almost all cases, RIA focused only the national development plan (or a vision document), and sectoral strategies. It does not go into legislation or other policy and strategic documents – nor does it include key legislation. The exceptions to this are few cases where RIA was applied for specific national systems (e.g. social welfare in India).*

The overall RIA approach is elaborated in the 2017 guidance note: "Rapid Integrated Assessment – to facilitate mainstreaming of SDGs into national and local plans". As the title indicates, RIA is used primarily for mainstreaming the SDGs in country contexts, so it is also considered a first step in the broader MAPS approach. It is applied in four steps (each including detailed instructions and templates):

- *Step 1* offers guidance on analysing the relevance of the SDGs for the country, including determining the national and subnational development priorities, and mapping SDG targets aligned to the development and sectoral plans.
- *Step 2* provides options for applying an integrated approach to achieve sustainable development. This includes determining the focus of SDG targets vis-à-vis the sustainable development dimensions (social, economic and environment) and across the 5Ps (people, planet, prosperity, peace and partnership) – to ascertain a balance across aligned targets and to identify the interlinkages across targets.
- *Step 3* discusses ways to assess existing monitoring capacity and provides a checklist for conducting a needs assessment. The need for cross-cutting indicators to reduce the monitoring burden at the country level is also discussed.
- *Step 4* consolidates the primary output of the RIA. This entails developing a national and/or subnational SDG profile that identifies development challenges, gaps in alignment with the national/subnational plans, corresponding indicators and a quick snapshot of potential interlinkages. The SDG profile indicates the readiness of a country to mainstream and implement the SDGs.

RIA is to a large extent standardized, and on the first look it seems to be a straightforward methodology. Nevertheless, those applying RIA require considerable expertise within and across sectors, and advanced analytical and diagnostic skills. The process of identifying all policies, results and objectives from country documents and comparing them with and across SDGs targets in a systematic manner is a major task. According to one of the persons who co-designed RIA and then applied it extensively, it might take 3-4 weeks to properly prepare RIA – although it depends very much on the number of documents to be included in the review - and additional 1 week to prepare it for a MAPS engagement. In many instances, that work is done from distance, then moving toward the presentation to national stakeholders in the course of a MAPS mission and finalization.

> *Overall, it should be emphasized that RIA is one of the most effective tools within the MAPS approach: it creates a solid foundation for further work on SDG mainstreaming and acceleration; it provides insights into what kind of expertise and policy support might be required from different UN agencies; and it facilitates dialogue and partnerships across sectors.*

The interest in and demand for RIA is growing, and the methodology continues to evolve. That includes applying RIA at the local (e.g. in Brazil) and at regional/state

level (e.g. in Ukraine). RIA is not applied exclusively with UN support, but increasingly used by governments on their own. Furthermore, UNDP has been exploring the application of RIA for strategies in the private sector. A sample was produced using Unilever as an example, and discussions are taking place on how to further adapt RIA for the private sector.

> *There are two main challenges for RIA: 1) efficiency of the process; and 2) the link to budgets.*

RIA is very time-consuming (4+ weeks of a full-time work). However, the essential part of the RIA process is the comparison of objectives/targets from different national documents with the semantic concepts of each of the SDG targets. This process can be automated, and it would drastically improve the efficiency. UNDP (through another initiative) has made considerable progress in this regard. Working with IBM Research, it developed a proof of concept. The algorithm developed jointly with IBM was tested looking at the national development plans/sector strategies in 5 countries where RIA had already been conducted in order to compare the results and improve the prototype. It was also tested to assess the alignment of the national development plan / sector strategies of Papua New Guinea, where RIA had not been applied before. The initial results were reported as very positive and presented in a blog and a research report.

The automation of RIA is still at the phase of a proof of concept. It requires further improvement and it needs building of user interface. Moreover, it might need to be customized in other UN languages (e.g. Spanish, French, Russian, Arabic) as well as, possibly, for local languages. After further work, automated RIA would need to be rolled out. Beside technical improvements, some of the main challenges relate to the issue of licensing and intellectual properly between UNDP and IBM.

> *Automated RIA will drastically improve the efficiency (and decrease required resources) for continued application of RIA at scale. It might also provide an opportunity to use RIA beyond an assessment tool (e.g. for monitoring or for re-applying RIA when national development plan and/or sectoral strategies change). Furthermore, it might enable RIA to incorporate a broader scope of documents, including key legislation. However, there will still need to be a role of human experts in interpreting the results and facilitating national dialogue, decision-making and partnerships.*

RIA was often criticized for not including the link with budgets, and, thus, not including resource commitments for national objectives and priorities. In some cases, the solution is "simple" – national strategic documents are often not costed and/or are not linked with the national budget. However, in countries that this is not the case, there is an opportunity to improve RIA. The main issue is that the link between a specific national objective and a specific budget line is not always clear. Moreover, in some countries programme budgeting (especially when not properly developed) might further complicate these linkages.

Conversely, it is rather difficult to develop a standardized approach for linking objectives with budgets in the context of a large variety of national budget systems. The current idea is to work on a Guidance that would provide alternative approaches for different contexts and country systems. It should also build on past experience from countries that already aligned the national budget with the SDGs (e.g. Mexico).

> *Adding the budget aspect to RIA, as a complementary tool, would certainly improve the relevance and value of RIA overall. However, overly optimized methodology for the budget aspect of RIA should be avoided in order to allow for adequate contextualization. Moreover, national budgets, in most countries, are changing continuously (even where multi-year budgeting frameworks exist), so the assessment of the link between national objectives and budgets might need to continuously updated and revised.*

=> Some of the priorities for the Project regarding RIA include: increasing efforts on supporting full internalization of RIA in UN Country Teams (and/or governments); completing the automation of RIA and accordingly modifying the human role in RIA; completing the Guidance on budget to complement RIA; expanding the application of RIA into the private sector and for specific systems (as in India for social welfare); further improvement of national and subnational dialogue process around RIA; and improving the ownership of national stakeholders of the process and results of RIA.

Accountability and Data

Within the large scope of the Project, and amongst its diverse activities, there is also the Output 4 on Accountability and Data. For most part, this Output supports countries for reporting on the 2030 Agenda – be it VNRs or SDG country reports as well as Leave No One Behind studies. Since 2016, the MAPS project has supported 62 countries presenting their VNRs. In 2018 alone it supported 28 countries in their VNRs and engaged with 22 countries on SDG reports and 7 countries on 'Leave no one behind' studies since early 2017. In addition, this Output contributed to MAPS missions and engagements, and provided support on LNOB and other specific assessments. The strategic intention of this Output seems to be strengthening general SDG follow-up and review capacity of state/government and non-state actors and, specifically, SDG data capacity in countries. Data is a capability that is not sufficiently institutionalized or capacitated within the UNDP in general and involves very limited resources from the Project itself.

The support to the SDG follow-up and review process has been a standing service provided to VNR countries since 2016. Amongst other, grants have been channelled through UNDP country offices and, as a demand-driven modality it offered seed funding for the VNR preparation process. UNDP country offices in consultation with governments have proposed activities for strengthening the quality of the process. This seed funding, although small, has been instrumental in enabling governments,

parliaments and key stakeholders to plan a more inclusive process, organize consultations, conduct studies and collect data on the special challenges faced by those furthest left behind and generally have higher quality reports, accessible in multiple languages.

This kind of flexible funding support is in high-demand and underlined as critical by government stakeholders and country offices. Yet it is not readily available from other sources within UNDP or the wider system. Hence, the support provided by the MAPS project and the technical expertise provided along with the funding is an important value added to the SDG follow up and review process in countries.

With regard to data aspects of this Output, the situation is even more complicated. On one hand, incorporating data in the application of MAPS approach is essential. The work of the Project on introducing Data Ecosystem Mapping and assessment of data capacity provided a major added value for MAPS missions and engagements. Furthermore, there is a huge and growing demand from countries, to which this Project seeks to adequately respond.

But, on the other hand, the Project is not really able (and it might not need to be able) to support systemic and continuous capacity development for data in countries (e.g. working with statistical offices on methodologies). It does not deal with producing new data, and not even consuming existing data to produce specific, technical reports. What the Project primarily seems to be de facto focusing on is the improvement of coordination of data collection, generation and processing – as a part of application of MAPS approach. In that case, this Output could have been incorporated with the Output 1 on Mainstreaming (on monitoring and review aspects), or across the overall MAPS approach.

> *The most prominent result that the Project accomplished with regard to data is indeed the introduction of the Data Ecosystem approach. Initially working on the Africa Data Revolution Report it developed a methodology and tools for approaching data in a more systemic manner and for bringing fragmented efforts, perspectives on data, and stakeholders together. It helped facilitate inter-agency and inter-sectoral discussion on data, and in that way contributed to MAPS missions and engagements.*

One of the main challenges for the Project is that UNDP seems to be relying on it to address the broader UNDP gap on data capability. UNDP is different from most specialized UN agencies in terms of not having a core and institutionalized data capability (or a special mandate on data). It often leads on certain global or country reports, but it primarily consumes data (e.g. for cross-sectoral analysis like HDRs) and does not produce it. UNDP is also one of few agencies that do not have one central, dedicated data or statistics team, i.e. the work on data is spread across sectors and units, all of which tends to have different thematic focus. It seems to be investing a lot in data at country and regional levels (including for new approaches such as crowdsourcing and Big Data), but it is still searching for its niche in the data

ecosystem within the UN. The work of this project (limited to only one person) is essential for supporting UNDP positioning (e.g. to become an expert on "data mapping"), but might go beyond the core scope of the Project.

=> The Project should carefully consider the role of activities that deal with data and support to reporting. At this point, it seems there are two alternatives: a) to better incorporate this Output into the Outputs on M, A, and PS, and b) to invest considerably in providing more systemic and robust Output on supporting country SDG reporting and data.

Key Factors and Patterns

A major emphasis in document and data analysis, and in consultations and interviews with stakeholders, was on identifying factors of relevant influences on Project results and implementation. Some of those had predominantly "positive" influence on the Project (i.e. facilitated or enabled the Project), while others had predominantly "negative" influence (i.e. hindered or constrained the Project). Nevertheless, most factors were multifaceted and layered, thus influencing the Project in multiple ways – and manifested as patterns. Factors also tended to be highly intertwined and mutually reinforcing. Finally, what might be conventionally considered a weakness in a project – e.g. lack of detailed planning so as to ensure demand-driven, flexible approach – in this particular Project it often might be considered an aspect of strength. For instance, lack of ensuring all preconditions (including involvement of other UN agencies) at the beginning of the Project created certain confusion and even resistance – but this factor also enabled the Project to produce early results in an efficient manner, and upon those results clarity, trust and partnerships were built.

Legitimacy and commitment

One of the most "positive" factors was that the Project had strong legitimacy in the MAPS approach endorsed by the UN Development Group. It was accompanied by a consensus that there is a need to act immediately. Similar pattern can be observed also on VNRs, as the number of countries that committed to producing them kept increasing, without much support being provided.

The lack of other initiatives directly focusing on MAPS provided an opportunity for the Project to act quickly - and then to experiment and to try to do things outside the business-as-usual framework. At the early days of the Project, the combination of a sense of urgency and a lack of means to address complex issues provided the push for the Project to engage without considering the long-term implications.

Other enabling factors that most stakeholders emphasized include the combination of Project team's (and of other people involved) enthusiasm and drive, and the commitment and support from the leadership. This was further reinforced by the involvement of senior people in MAPS missions (and later engagements). Moreover, the Project contributed to the "thought-leadership" of the UNDP (not least with its

tools and knowledge products) early on, and it helped sustain the momentum for UNDP to continue operating in (what initially was) a space that did not involve other UN agencies.

The demand for the support on MAPS from countries was high from the onset – and it kept growing, as the Project delivered early results. This added to the legitimacy of the Project, but also started to complicate the operations and challenge the overall Project strategy (see later). The more Project delivered MAPS missions, the more concerns from other UN agencies increased, thus leading to major change in early 2017. This led to a more systematic involvement of other UN agencies in the Project, which recovered some of the lost legitimacy and support, and further increased to commitment to evolve and innovate.

Preparedness vs. Iteration

The Project did not wait to be fully prepared. It did not have elaborate tools from the start; MAPS missions were often organized even without all preconditions being put in place; and there was a lack of involvement from (and agreement on the approach by) other UN agencies. The WHAT and the WHY were mostly clear because the Project supported the MAPS approach, but the HOW and with WHOM emerged only after the Project has already delivered first results. One of the assumptions of the Project (at least as shared by the stakeholders) was that waiting for full preparedness and elaborate implementation arrangements would lead to losing the momentum, and to delaying the response to increasing country demands. However, the Project avoided usual barriers for collaboration, including being very open to work with other UN agencies from the onset and without a competitive intention. But it did not consider efficient or effective to wait for others to join before engaging with practical issues in the field.

That was based on the overall strategy to act and then learn – and improve in the process. The Project was a pioneering initiative and it operated on an uncharted territory, so that strategy is fully justified. It is not unusual in innovation initiatives, but the problem was that this strategy did not align with the conventional project management. An enabling factor was that UNDP allowed a flexible approach in which the Project was able to change the course and deal with unexpected situations – based on demand and the intensive learning process within the team and of those involved in Project's activities. However, such strategy increasingly clashed with the formal project framework. The Project Document revision in 2018 addressed some of that, but not in a systematic manner.

Considerable results were delivered and for most part those were of high quality. We should notice that in innovative activities quality is not to be prioritized, but probing and learning. And still, the Project delivered while innovating. However, this led to two "negative" factors: a) still unresolved issues of the involvement of other UN agencies and b) lack of a longer-term approach (see below).

Working across MAPS approach

It seems that the original assumption was that MAPS approach should be "delivered" through a sequence of phases: Mainstreaming, Acceleration and (integrated) Policy Support. And to some extent this assumption proved valid because these are indeed the main phases of the broader process. So, the Project was organized in three Outputs (on M, A, and PS) that reflect these phases. Nevertheless, such linear logic had to be complemented with more iterative and complex engagement. Individual phases are iterative (i.e. cannot done in one attempt) and the phases overlap and are interdependent, so they created a very complex system to be acted upon.

Further challenge emerged with regard to Acceleration, which lacks a shared understanding across UN agencies. With regard to Policy Support, the Project is still in a nascent stage in terms of systematizing it and developing proper arrangements for delivery. However, elements of Policy Support cut across both Mainstreaming and Acceleration, and it was already considerably provided for by the Project even when the focus was not specifically on Policy Support.

Initially a sound foundation for the Project, the MAPS approach tended to complicate Project Strategy and operations. This remains an ongoing challenge. The Project did make considerable progress on this by moving from one-off MAPS missions to MAPS engagements. This helped broaden the scope of the support to countries and it further made the Project flexible in terms of its services. However, as previously presented in the section on MAPS engagements, more progress is required.

Involvement of UN Agencies

Almost all stakeholders indicated that one of the main problems in this Project was the lack of involvement of other UN agencies at the beginning. The Project was perceived as a UNDP initiative (although support a UNDG framework) and there was considerable distrust and lack of broader buy-in. As mentioned previously, this had "positive" effect on mobilizing the Project to act quickly and deliver early results. However, over time (mostly by the end of 2016), this started to represent a major obstacle both for continued legitimacy and support to the Project, and its effectiveness.

The Project organized a workshop in early 2017 to review the approach to MAPS missions (and later introduced SOPs), which lead to a more systematic involvement of other UN agencies. It further worked with some UN agencies (most notably UNICEF and UN DESA) on joint development of tools and knowledge products.

By early 2018, involvement of UN agencies is not any more a problem in general terms, but it remains a sensitive issue. This provided a major boost for the Project and improved the quality of its results. Nevertheless, this remains an issue in more specific terms. For instance, criteria for involvement of UN agencies might need to be improved, and the Project might need to avoid the ad-hoc approach to defining roles

and responsibilities. Otherwise, engagements might become too cumbersome (in one case involving 2 dozen of members of the team) and become inefficient and ineffective.

The issue of the extent to which this Project is "of UNDP" and plays a facilitating and convening role (for most part) for the broader UN system, or "of UNDG" remain open. Moreover, the changes within the UNDP (see below) as well broader changes of the UN Development System might have strong ("positive" and/or "negative") influence on the Project. In the focus is the delinking of roles of RR and RC at the country level (and consequent change of the role of UNDP), but it also does not seem sufficiently clear what the "second generation" of UNDAFs will represent. Almost no stakeholder consulted in this MTE assessment raised major concern about such implications and many saw them mostly as opportunities for the Project. For instance, it was mentioned that closer link between MAPS engagement and UNDAFs would further leverage Project's support. However, the implications are not clear, and they can be further addressed only through prospective analysis, as presented in the Paths Forward part of the MTE report.

UNDP context

UNDP is undergoing considerable change, both in terms of implications of its new Strategic Plan, and with regard to internal organization and operations. The latter include, amongst other, new programming modalities and the intention of UNDP to turn existing structures into platforms at global, regional and country levels.

The Project has formally been aligned with the new UNDP Strategic Plan, so beyond the need to improve the Results Framework (as presented earlier under the respective section), there does not seem to be major problems. The situation is different with regard to new programming modalities and with the implications of platforming UNDP – both of which still being discussed and developed. Moreover, BPPS is currently undergoing functional review. Those developments will further be addressed in the Paths Forward section of the Integrated MTE Report.

One particular factor related to the broader UNDP context should also be mentioned. Several stakeholders considered that there is a need for much stronger link between policy support and programming at the country level. How MAPS engagements further evolve will be closely related to that issue.

Increasing expectations and engaging on long-term

The services this Project provided seems to have created a spiral of increasing demand. The demand was already substantive at the beginning, and the requests from countries for MAPS support continued to increase. Even more importantly, the demand for more continuous and "deeper" support emerged. This led, inter alia, to the transition from MAPS missions to MAPS engagements, which further overstretched the Project, including with regard to the limited funding. If not

addressed it might affect the quality of its services, which might undermine the still predominantly positive assessment of the Project's contribution at the country level. In other words, the Project created more (and more substantive) expectations that it seems to be able to respond to and satisfy.

Countries that already received the support, tend to be asking "what's next?" The need for continued engagements – i.e. beside one-off missions or specific country reports – or more substantive follow up to, for instance, SDG Roadmaps does not seem to have been fully understood at the beginning. In most cases, a report was considered the end of Project's involvement. Due to further country requests, and due to the move towards MAPS engagements, some of the initial assumptions are not valid anymore. This will require redesign of the Project approach and strategy – including a redefinition of what "success" of the country support should represent.

In addition to that, the Project has an ambition to further scale. This is rather challenging given its limited capacity, but also because of the wide diversity across regions and countries in terms of the level of internalization of the MAPS approach. The scaling would require both increasing the number and the diversity of services provided. It is not clear how the Project, even with increased funding, would be able to scale on the basis of the current Strategy and the Business Model. Hence, a lack of proper approach to working at scale and with long-term intentions represents one of the most constraining factors for the Project at this stage of implementation.

It should also be mentioned that, despite already considerable efforts the Project made towards building the capacity (including through training, webinars, etc.) at the country level (and within UNDP), there is still much more to be done. It is particularly important now that the Project deals with more continued engagements, which will require more robust capacity at the country level and amongst national stakeholders.

Funding and predictability

The Project has been affected by limited funding (at least when compared to the high ambition) and unpredictability. Many stakeholders emphasized the gap between the resources made available to the Project and its objectives. And this remains an issue even after the ambition was lowered through decreased targets in the recent Project Document revision.

The unpredictability is mostly related to the UNDP core funding. The Project usually does not know the level of funding until a year starts, so it not able to plan in advance.

The Project did not succeed in raising more funding so far and the main factors emphasized by stakeholders is the suspicion donors tend to have with regard to the role of UNDP in MAPS in general. With increased prominence of integrated, inter-agency, initiatives of the UNDG (including most recently the Joint SDG Fund), donors tend to be cautious about investing in UNDP – even though this Project is indeed enabling such an integrated approach. Hence, the lack of clarity around the future role

of UNDP in MAPS, and the developments regarding UNDG will continue to affect resource mobilization for this Project.

Finally, donors also tend to be lacking proper understanding of innovative, demand-driven and flexible initiatives. Iterative programming and experimentation are increasingly part of donor rhetoric, but it conflicts with their continued emphasis on linear planning, detailed metrics, and conventional Results frameworks. As a matter of principle, a genuinely innovative project should not be able to know what it will be doing (in specific terms) beyond next 6 months – even less to set specific targets for several years. This does not imply that such a project would not need to have some structure and to plan ahead, but this would need to be aligned with the emergent and complex context it supports, and with the iterative approach that is at the Project's core.

Assessment of Evaluation Criteria

Efficiency

Efficiency is understood, as explained in the MTE methodology in the Inception report, as 'doing the things right'. Hence, it focuses on implementation aspects (excluding financial ones), and operations and performance of the Project.

Assessing whether this particular Project has been on-track is a complicated task. If we consider the targets from the original[7] Project Document, the Project is not completely on-track. However, these targets were overly ambitious (hence, the change of targets in the recently revised Project Document), so the issue of achieving results is less about efficiency and more about the problems of Project design.

On the other side, the Project produced more deliverables than what might have been expected. Most importantly, the Project learned from past lessons and continuously introduced adequate and timely corrective measures - and continued to evolve in line with the changing context and country demands. This can be observed, amongst other, in changing to approach to MAPS missions already in early 2017 by integrating other UN agencies, and in efficient transition from MAPS missions to MAPS engagements. Innovations with regard to the support to SDG Report and data should also be considered very good responses to emerging demands and needs of country beneficiaries.

As mentioned in the overall conclusion with regard to 'balancing acts', the Project was relatively successful in terms of balancing between consistency and adaptability. It remained very flexible and responsive, but also attempted to stay within the boundaries of the Project's framework. Nevertheless, these boundaries expanded rapidly and beyond its current capacity, and it led to considerable overstretching.

[7] The targets were decreased in the recent Project Document revision, but new targets cannot be applied retroactively.

Moreover, the organization of the Project into current Outputs seems not to be adequate for its strategic approach and intentions, including the need to reflect the non-linear and complex nature of the MAPS approach to the SDGs.

With regard to knowledge products and tools, the Project was indeed a pioneer in operationalizing the MAPS approach. It might be concluded that, on average, knowledge products and tools were of high quality. One of the main reasons for that was the emphasis on the interaction between development of tools and knowledge products, and the lessons from their implementation in the field. This interaction between conceptual and practical work on tools was considered by stakeholders to have been the most important strategic value and differentiator of this Project. Most of the tools and knowledge products were produced in partnerships, which should be considered one of the most important Project accomplishments.

The Project has weak implementation arrangements and business processes. This includes the lack of clarity on project management, partnership models, involvement of stakeholders, and planning and reporting systems. Sometimes, this had to do with the lack of formal description in the Project Document, rather than be reflective of the actual situation. For instance, the progress in partnership development, or in the engagement of diverse stakeholders at different levels, testifies that the Project has been very efficient in respect to the way it was implemented. Hence, the key problem relates to the need to consolidate existing practices and improve the Business Model more systematically, while making sure that key elements are also formalized in the Project Document. Special focus should be put on developing business processes for planning, monitoring and tracking, and reporting that would reflect the iterative and flexible nature of the Project, while also be combined with internal learning and innovation systems.

The Project needs to further improve its resource mobilization, and that should be accompanied by improvements of articulation of its unconventional nature and its core Value Propositions. However, the main impediment for further resource mobilization is related to its financial model and the factors beyond Project's direct control. The financial model's main weakness is that it does not capture all financial and non-financial input to the Project. This relates, inter alia, to the contributions at global, regional and country level by UNDP staff and the staff of other UN agencies that were not directly funded by the Project, or otherwise cost-recovered by the Project. Moreover, considerable non-financial input by national stakeholders is also not included in the financial model. Therefore, proper costing, and then systematic review, of the current financial model is paramount. Furthermore, the Project should continue securing additional capabilities and/or capacity through partnerships and leveraging non-financial support. As for the factors beyond Project's control, the most important is the unpredictability of UNDP core funding and the uncertainty of the future of institutional arrangements for the MAPS approach. The latter is important for resource mobilization because donors tend to prioritize supporting inter-agency initiatives, rather than individual agencies, at least with regard to the integrated approach to the 2030 Agenda.

Effectiveness

Effectiveness in this MTE is understood as 'doing the right things'. However, specific evaluation questions from the MTE ToR and the methodology intertwine with efficiency. In this Project's context, what it does and how it does it are highly interdependent because it responds to country demands that shape both of those dimensions of the Project.

In the case of addressing the outcome-level results, the situation is also quite complicated. Firstly, as explained in the Assessment Report, the Results Framework at the outcome-level is rather inadequate. Secondly, and more importantly, outcome-level results of a global project are particularly challenging. A global project should not be expected to commit to delivering outcome-level results at the country level. However, delivering outcome-level results at the global level requires longer duration and much more sophisticated indicators and their measurement.

There is little doubt that the Project contributed to inclusive, coherent and inclusive support to the Agenda 2030 at the global, regional, and country levels. However, assessing the degree of its contribution at the outcome level in the first phase of implementation cannot be done precisely. Not only that the global outcome requires more time to manifest themselves, but the Project would also require improving the indicators and measurement in its Results Framework to enable more specific assessment. This issue is addressed in more detailed in the Assessment Report in the Annex.

The Project was highly flexible, iterative, innovative and experimental, and this was its essential strength. Nevertheless, as explained in the Assessment Report, there is an increasing divergence from its formal aspects (as represented in the Project Document) and its actual operations. Moreover, the Project has too wide the scope and has been increasingly fragmented, which hinders more coherent understanding of its practical results.

Most stakeholders considered that the Project had systemic and catalytic results. However, in this case as well, it is difficult to provide overarching and definitive conclusions. Even when it did not have direct catalytic value for the progress on the SDGs in a particular country, it tended to have indirect catalytic value through raising awareness, introducing new tools and methods, and convening national stakeholders. It should also be mentioned that observing and assessing both catalytic and systemic results could be properly done only after a period of time longer than what has currently passed in this Project.

The Project contributed considerably to the UNDP support to the implementation of the 2030 Agenda, as well as to developing partnerships around the 2030 Agenda within UN and beyond. This was at the core of the Project because and this Project represents the main pillar of UNDP on supporting the 2030 Agenda. It helped UNDP

act quickly and provide support to countries when no other UN agency was able to do so. It then improved the involvement of other UN agencies, and partners beyond the UN, and further improved the comprehensive assistance to countries on MAPS, including regarding SDG data and reporting.

Addressing the needs of diverse groups, including marginalized peoples and groups, was also in the focus of the Project. This included integration of No One Left Behind and gender principles and methods. It further enriched and improved the Project's added, strategic value to national development in relation to the Agenda 2030.

The Project invested efforts in increasing the capacity of UNDP Country Offices and UN Country Teams. However, there is more work to be done, in particular now that the Project is dealing with longer-term engagements that require more leadership, capacity and ownership at the country level.

Relevance

Relevance refers, primarily, to the degree to which the Project responded to emerging demands at different levels, and how this response contributed to the broader 2030 Agenda in an integrated and coherent, inclusive, and catalytic manner. In general terms, the Project was highly relevant, and this is closely related to the above inferences on its effectiveness.

As mentioned, Project contributed to UNDP's strategy for the SDGs and the overall 2030 Agenda implementation, and that particularly related to unconventional Project's approach and strategy. Nevertheless, the situation is less clear once we go into more depth. The main issue is that there is a discrepancy between the formal aspects of the Project as articulated in the Project Document, and the iterative and emergent nature of its implementation. The Project was the first to act on the MAPS approach, and then evolved continuously, which produced high degree of relevance in the early phase of implementation. However, if the Project does not address the Theory of Change and the Business Model, it might undermine the confidence of stakeholders in its ability to continue delivering quality results, and, thus, the UNDP's role on the SDGs and the broader 2030 Agenda. Not being able to continue delivering on the increasing expectations would undermine Project's effectiveness and efficiency and make it less relevant.

Due to its demand-driven nature, the Project aligned its approach to contexts and needs of its beneficiaries. It was its major strength, but also the aspect that led to misalignment with its conventional project framework. The Project will need to considerably improve the strategy and address better the 'balancing acts' between continuing to be demand-driven and evolving, while also improving the alignment with its conventional requirements. An alternative would be to consider another programming modality (e.g. engagement facility or portfolio) that would provide a very different formal framework. This would then require a whole new Theory of Change and Business Model, that would be better suited for the Project's need for

iterative programming and implementation.

The Project contributed considerably to UNDP's role in the provision of "thought leadership", and in helping coordination within the UN system and beyond. In essence, this Project is still a flagship initiative of UNDP on the SDGs and the 2030 Agenda. This is validated by almost all stakeholders consulted for this MTE, which emphasized the ability of the Project to facilitate an interaction between global, regional and country levels by combining global and regional conceptual and methodological work with applications and testing in the field. Access to real-life situations in diverse country contexts provided the testing ground and lessons learned that fed back to improving concepts and tools at the global and regional levels. This aspect of the Project delivered a specific added value that was essential for Project's relevance.

Sustainability

The focus of assessing sustainability of this MTE is on operations and with some elements of funding, partnerships and scaling.

The first issue for sustainability is funding. At this point, it is not clear if the Project would be able to mobilize resources necessary for meeting its targets, or if it will be able to diversify its funding sources. The unpredictability related to allocations of UNDP core funding is also expected to continue. However, there are major opportunities for resource mobilization, including through the collaboration with the Joint SDG Fund. The Project would need to improve its financial model, as presented above, and further leverage non-financial contributions. Moreover, the Project would need to improve its Theory of Change and the Business Model, and become better 'structured', in order to provide more clarity for donors with regard to its operations and results.

The second most important sustainability issue is the future role and place of the MAPS approach, both within UNDP and in relation to UNDG. There is an ongoing dynamic that cannot be properly predicted. This issue will be further addressed in the Paths Forward report that provides input from strategic foresight that should be used for making strategic decisions on the Project's future.

The Project managed to leverage partnerships, and this helped address some of its capability and capacity issues. Continued partnerships at global, regional and local level will be essential. This is particularly important at the country level, where more capacity will be required for MAPS engagements, but also for SDG reporting.

The Project intends to scale, but it is not quite clear how it would do that. If scaling is based on increasing the number of countries supported, or increasing the scope of the support, then the Project does not seem to be a right path. Its current Business Model and funding would not provide for that because even current operations produce too wide a scale for the Project's capacity. If such scaling is attempted, it could even lead

to more fragmentation in the Project, which would decrease its effectiveness and sustainability. Nevertheless, the Project could consider other ways to scale based on a different Theory of Change and/or a different Business Model (e.g. by introducing elements of a platform). In that case, the scaling would not relate to the volume of activities, or the geographical coverage, but to increased catalytic effects and multiplication of innovative practices.

With regard to the operational capacity, the turnover of staff might continue to represent a problem. Business Model improvements, including implementation arrangements, and less fragmentation would help address this issue to some extent.

Sustainability is always influenced by the changing context, and this Project was able to adapt and evolve based on lessons learned, and to leverage new opportunities. The Project, for most part, combined reactive, proactive, or pre-active mode in responding to external dynamics. It was reactive in terms of responding to country demands and the global need for the 2030 Agenda implementation support. It was proactive in engaging on an 'uncharted territory' and by developing new methods and tools in anticipation of future needs. But, it was also occasionally pre-active by attempting to shape what the future might bring, through experimentation and promotion of innovative thinking and action. The balance of the 3 modes seems to have been good in the past, but the Project might need to be less reactive and more proactive and pre-active. It would help its 'maturation' and would improve its sustainability through improved efficiency and effectiveness. For that to happen, an improved Theory of Change would be required.

One of the major opportunities for Project's sustainability is the emerging collaboration with the Joint SDG Fund. There is little in terms of past data that can be used for this assessment, apart from the commitment of those involved to work together, so this was further addressed in the prospective analysis of the MTE.

Annex 5: Paths Forward Report

As presented in the overall MTE methodology and further described in the introduction to the Integrated MTE Report, this MTE includes a prospective analysis. This complemented the feedback assessment (retrospective analysis) regarding the past of the Project, with the feedforward anticipation of the future (prospective analysis). The analysis of the past compares baseline (i.e. original objectives and strategy) and the initial context with the results until the present moment (or the cut-off date of the evaluation). This seeks to identify the feedback relationship between the start and the end. Both of those are in the past by the moment analysis starts.

The prospective analysis is very different. It is still analysis and it still includes evaluation or assessment, but there are no "facts" from the future. Hence, it is less definitive but usually more important for change than what an analysis of the past might provide. The prospective analysis is done between the "images" or "models" of the futures created by diverse stakeholders (i.e. what they anticipate might or even ought to happen) and the present situation. The future is sometimes in singular – the ideal, preferred future – and sometimes in plural – alternative futures. But in both cases, the main assumption is that there is more than one possible future (i.e. different stakeholders have different preferred futures). Therefore, the analysis focuses on feedforward – anticipated futures informing the present – rather than on feedback – the past informing the present.

The analysis of what already happened is relevant to present the success or progress of a project, and to identify factors and patterns to learn from. Hence, it does refer to the future – what/how should we change. But those insights come from the past and they tend to be of limited creativity (and thus less innovative) because they are usually the result of extrapolating the past into the future. Instead, the prospective analysis of what might (not what "would" or "will") happen in the future is relevant because the future is not possible to predict. If the future is not considered predictable (so, it is not something that "exists" and should be "discovered"), then there is a much wider space for identifying options for change. Moreover, it often empowers the stakeholders because they feel they can actually influence how the future is shaped – instead of merely reacting to existing trends or adapting to some previously established future outcomes. In the jargon of foresight, it helps avoid "colonizing" the future or applying "used" future from another context.

It is not possible to set a clear boundary between the past, the present, and the future. Just one moment after we do something or think something in the present, it already becomes the past. When we do something or think something in the present, it is always related to the future, where we expect to see the outcomes of our present actions. In a way, the present is an intersection between "looking back" and "looking forward".

Therefore, there is no sharp boundary between the end of the Assessment Report and the beginning of the Paths Forward Report in this MTE. For instance, the factors and patterns (including their extrapolation) from the Assessment informed the foundation for the Paths Forward by setting a "fuzzy" boundary for it. Moreover, the prospective analysis used some of the same sources of data and insights as the retrospective analysis, including: document review, and interviews and consultations – and it builds upon the analysis of the Strategy and Design of the Project.

A major additional source of data and insights for the Paths Forward is the application of elements of strategic foresight. Initially, it was expected that a stakeholder workshop applying a co-design and strategic foresight methodology would be organized. In that case, it would be a stakeholder-led process leading to stakeholder-created outcomes - based on genuine stakeholder dialogue. That was not feasible, so the approach branched into two directions.

One direction was to use interviews and consultations to collect individual insights from stakeholders on preferred future in 2021, and consequent priority actions for the next 6 months. The second direction was to organize a session with the core Project Team with some elements of strategic foresight. The session took place on 26 September and focused on the agenda provided in the Annex of this report. The first priority was to discuss the insights on short-term future (preferable scenarios for 2021 and priority actions) provided by the stakeholders. The second priority was to engage in a version of strategic foresight for the long-term futures in 2030. This included, beside brief scenarios, also assessment of the Strategic Options though their windtunneling in relation to alternative futures.

The Changing UNDP and UN contexts

Before we move to the future, it is important to refer once more to changes currently taking place in UNDP and in the UN Development System. It is essential to reiterate that the MTE is taking place in a very hectic Project context. There is a number of changes in proximity of the Project and in the broader environment whose outcomes are not possible to determine at this moment. The particular challenge is that there are several critical developments taking place at the same time – and that they are often interdependent. Therefore, it is rather difficult to find "solid" ground for making inferences about how these multiple "moving parts" would manifest itself in the near future, and what the interaction between those would be, so to be able to better understand their implications for this Project.

These current developments were addressed throughout the Assessment Report and duplications should be avoided. So, this part will indicate the most important current developments with some reference to possible implications. Most of those inferences are based on the perspectives shared by the stakeholders.

First and foremost, UNDP is changing. It has a new Strategic Plan that set new strategic intentions and ways in which those would be accomplished. Amongst other, the most important for the Project are: a) new programming modalities, b) the future role of UNDP in MAPS overall, c) future functions, focus and capacity of UNDP on specific aspects of the SDGs (e.g. data), d) platforming of UNDP operations and structures, and e) future UNDP priorities for core funding, along with leadership priorities in broader terms. We should add to that the possible changes in the BPPS, following its functional review.

It is important to note that most stakeholders did not consider the changing UNDP context as a problem for the Project – instead, many shared insights that indicate these changes might represent an opportunity for the Project. However, the main problem is indeed the unpredictability of that change, as well as the fact that there are too many things changing in parallel.

Secondly, the UN Development System is undergoing massive change. What is primarily important for the Project has to do with developments regarding the UN Development Group and the integrative efforts of the UN overall. Specific developments include: a) delinking of RC and RR at the country level, with accompanying change of the role of UNDP, b) implications of the "second generation" UNDAFs, c) inclination of donors to focus funding on integrated initiatives, rather than for individual UN agencies, and d) new initiatives for supporting the integrated approach, such as the Joint SDG Fund in DOCO.

In this case, as well, it was a bit surprising that stakeholders did not consider those developments a threat or a problem for the Project. Even in the case of changing UNDP role at the country level, most considered that it would be a good opportunity for the Project. And here, as well, stakeholders consider the problem being the unpredictability and increasing complexity of the overall change.

In general terms, the "What" of the external change is considered to be having influence upon the "How" of the Project. It is interesting to note that very few stakeholders elaborated on the question of "What" the Project would/should be doing in the future. Moreover, they tended to use "would", "should" or even "will" and very rarely "might".

Preferable Futures in 2021

This section consolidates propositions from the stakeholders interviewed or consulted with regard to preferable futures in 2021. It was done to compensate for the lack of a stakeholder strategic foresight workshop – and it has limitations. Short period dedicated for describing the futures (approximately 5-15min) and lack of proper preparation and induction into futures thinking are amongst the most important downsides. However, this exercise did provide added value for the MTE, as well as an important stakeholder input to the session with the core Project Team. Furthermore, it is always preferable to have the stakeholders in the same room for a

period of time in order to facilitate a genuine dialogue. This is aimed at convergence of their perspective and co-creation of a shared preferable future. This was also not possible due to the lack of a workshop. Instead, the MTE includes individual perspectives on the future, as shared by stakeholders individually to the Consultant.

The approach was a modification of the typical foresight methodology, and it focused on two steps. Firstly, stakeholders were asked to (briefly) describe main aspects of the preferred future from a selected angle. This was intended to make the process more efficient: so, instead of describing the whole future context, they were focused on what they considered to be most important. That question was "grounded" in time with the reference to "1 January 2012", (but the place of that future was of their choosing). The preferred future was supposed to taking place on that date – which is 1 day after the expected end of the Project. Usually, the timeframe for foresight is longer (10-30 years), so selecting the year 2021 was another modification of the approach.

Nevertheless, that date should not be considered a "deadline", but a reference to the future anticipated in 2-3 years. In foresight, the intention is not to do the planning, but to create future anticipation by "dislocating" the thinking of people from the present and avoid extrapolation of the past into the future. In other words, the stakeholders were asked to imagine the context that would preferably emerge by late 2020 or sometime in 2021. The emphasis on a specific date was made in order to put some time boundary, and avoid going too far into the future (which is addressed later in the second part of the Paths Forward report).

The stakeholders were asked to describe that future regardless of specific results that the Project might achieve by the end of 2020. The idea was to avoid describing preferable Project's results, and focus (as much as possible) on the broader context. For instance, a stakeholder described how UNDP at the country level would preferably conduct its "regular" operations regarding the SDGs. The intention was to imagine that such a future has already taken place, and that it became a regular practice - so that they would not describe outcomes or ideas, but "actual" situations.

In the work on preferred futures, the second step would usually be to conduct back casting. That was not possible, so the process jumped into the next step of the methodology. That second step was to ask the stakeholders to identify "priority actions in the next 6 months" – actions that would facilitate their preferred future in 2021. Again, the timeframe was only illustrative: the proposed actions could be done in 2 months or in 8 months. However, the emphasis was on "what we need to do as soon as possible".

In that way, there was an abrupt shift from a future context into the current reality and the assumed link between the two. Hence, the overall approach was to start with the future (as much as possible disregarding the past) and then considering how to change the present.

In addition to the insights provided by the stakeholders, the core Project team had an opportunity to share their own inferences in the course of facilitated discussion at the working session on 26 September 2018. These inferences should not be considered "conclusions" (as there should not be "conclusions" on how stakeholders perceive the future), but they do represent an additional input to the overall prospective analysis.

Different stakeholders approached the preferred future in 2021 differently. It is to be expected (and encouraged), but the lack of the stakeholders engaging in a dialogue prevented consolidating those different approached into a shared one. Therefore, the Consultant grouped similar futures and these are summarized below.

The descriptions are not numbered because there is no scale in terms of priority or relevance. All stakeholder perspective is to be considered equally important and all should be taken into consideration. It should also be noted that only key elements of their descriptions are presented below.

- ⇨ The Readiness phase is completed. A macro view on mainstreaming and acceleration is done in all countries where there is demand. Now moving into the implementation phase.

- ⇨ MAPS project is some sort of mechanism for continued support by the UN system and fully embeds the broader policy support framework. Countries are linked with specialized expertise across the system. The Project went "beyond the project".

- ⇨ All countries finalized mainstreaming. All countries finalized identification of accelerators, and priorities and opportunities. More substantive work on the SDGs started.

- ⇨ References to MAPS engagements do not exist – this approach is a normal part of daily work.

- ⇨ There is a complete understanding of the impact of the Project and how useful the knowledge products were.

- ⇨ We are 1/3 of the way through to the SDG accomplishment. UN and UNDP laid the ground work by testing models on how to support key MAPS approaches and on how to gain traction with government and other partners around key policy areas that could be leveraged. There is some maturity of partnership and financing to enable us to move forward. We do not merely identify accelerators, but address "big" problems. There is a new vision of what Sustainable development would look like – and we are ready to work on it.

- ⇨ In a country "X" we managed to identify 5 priority areas and agreed with government to support 3 of those more substantially. MAPS is fully localized. UN

coordinates with a different constellation of agencies. We are taking the advantages of the new UNDAFs. We align MAPS with financing of the SDGs.

- ⇨ RIA is fully automated. RIA-based dialogue is improved, and national planning process is fully government owned.

- ⇨ Phase 2 of MAPS starts, and the Project is extended.

- ⇨ The Policy Support of MAPS is owned and done by the Government. We now support coordination and improvement of evidence-based policies, funding and financing of the SDGs, systemic and structural change, and evaluation of progress.

- ⇨ There is a whole new UNDG architecture. UNDP underwent massive change by becoming an SDG platform. We work with the private sector on regular basis. We fully understand LNOB and risk implications on the SDGs. We think horizontally.

- ⇨ Everyone can say that they are SDG advisors/experts. Each person knows what s/he is doing to support SDGs in the world. It is very clear in everybody's mind how different roles link.

- ⇨ Every country knows exactly their path for achievement of the 2030 Agenda - seed planted and everyone know what is needed for the tree to grow.

- ⇨ MAPS is based on local efforts - not any more top-down approach.

- ⇨ National ownership with countries fully adopted the approach to SDG reporting. We continuously document lessons learned and develop best practices in manuals and handouts. We improve quality and stakeholder engagement and have consistent follow-up.

- ⇨ The project might have finished, but the spirit of the initiative continues. Only the 1st phase of the integrated approach to the 2030 Agenda accomplished. We are able to act in a collective manner – going beyond UNDP and able to accelerate and scale up.

- ⇨ We achieved the right balance: UNDG group structure that incorporates the best of inter-agency coordination with the substantive of UNDP's integrated approach. It provides the structure for oversight, accountability, etc. and shows results based on systematized UNDG support.

- ⇨ We produce impact where it matters by knowing how to support countries. COs use a coordinated approach on how they respond to government needs on both on producing and using data. Data links to specific policy support to the government. There is specific group on data amongst the UN agencies.

- ⇨ UN found a way to coherently organize itself: its expertise pooled and based on country demand. Counterparts feel they know how to apply the expertise provided by the UN. SDGs are integrated and represent a process. They also incorporate LNOB. UNDP is an incubator: identifies good ideas and help scale them.

- ⇨ MAPS engagements are based on a clear process and methods. Each part of this process is developed systematically: methods, tools, etc. We are able to say: "for this particular country, this is how SDGs look like and relate to each other" based on empirical evidence and modelling. We keep learning and testing hypothesis, in particular on acceleration. Country adopted the MAPS approach and they are making a leap by understanding how to do policy making that is actually moving the needle.

- ⇨ UNDP is recognized as a leader on implementation of the SDGs. UNDP recognized as having analytical capacity and bringing people together. We involve people in a longer process and develop capacity to engage with citizens. Platform/Facility provides the space for integration and acceleration. But, UNDP will not provide all the answers – other answers come from other UN agencies, outside UN, private sector. UNDP recognized as being well-established in only few things that it does very well. These would include mobilizing and deploying and harnessing disruptive tech for SDGs and also having very concrete expertise in specific areas: e.g. poverty/inequality, environment/climate. We manage to address engagement with integration and delivery of specific policy support.

- ⇨ All support to CO clearly and firmly grounded on the SDGs – from all different angles. UNDP recognizes the key levers of development (data, systemic approach, accountability, etc.) and lessons integrated within the organization. Other UN agencies and other partners recognizes and are comfortable with the idea of UNDP being the agency operating in that way and leveraging other partners.

In the course of facilitated discussion by the core Project team regarding their feedback on preferred futures articulated by stakeholders, the following was noted:

- All preferred futures are too optimistic and very ambitious. But, also: the futures are not radical enough, too internal and inner looking.
- This Project went beyond a project: It is a catalyst for UN Development System.
- It is too much of linear thinking. MAPS is not sequential, so it is difficult to say a number of countries would have completed mainstreaming.
- Need to clarify what the needs are and who should be changed. Internally, what UNDP needs to change? Externally, who is UNDP influencing?
- A need to Think out of box. These visions are important to shape the future.
- National ownership is the most important. There are still a lot for MAPS to be fully localized.

- There is a lot of focus on wider context and needs. The Project would need to be less internally and more externally focused.
- To reach these futures, the Project team would need a lot more resources. The MAPS will need a lot more high-level leadership from UNDP and other UN agencies.
- The future scenarios are closely tied to the UNDP corporate strategy. The questions are how realistic and achievable it is for UNDP to be the leader of SDG implementation and MAPS to be the vehicle of SDG, because besides UNDP and MAPS, there are others supporting SDG implementation.
- Communication and knowledge management should support these futures.
- MAPS should be fragility- and conflict-sensitive.
- In terms of working with the private sector, the question is what the cooperation entails, how to form and implement the cooperation.

Immediate priorities

The second part of stakeholders' contribution to the MTE prospective analysis was the identification of priority actions. In this case, as well, all ideas are equally important, so there is no ranking. Similar proposals for actions were consolidated.

- Act quickly and improve the Project – do not wait and loose the moment
- "Do not stop" – keep the momentum going
- Start tracking impact of MAPS engagements (and the Project overall)
- Move beyond initial phases of MAPS (raising awareness, diagnostics)
- Go "deeper" in MAPS engagements, including to provide specific actions at departmental level
- Move toward the sub-national level and into particular sectors (infrastructure, educations, etc.)
- Assess the skills for what is absent in MAPS teams
- Organize the support to countries based on grouping countries with similar needs and contexts
- Develop a "baseline set of capacities": "what is minimum basic knowledge" at the country level required to absorb effective the MAPS support
- Improve the ownership and leadership of national stakeholder of national dialogue and MAPS overall
- Improve methods and tools for the Policy Support aspects of MAPS
- Embed MAPS tool and methodologies into existing processes at the country level
- Systematize tools (e.g. "menu of services")
- Find the "sweet spot" between UN-wide ownership and UNDP substantive support
- Concretize and improve partnerships and arrangements across the UN system
- Improve the understanding of this Project by other UN agencies (beyond general knowledge about MAPS)

- Improve partnerships at the country level so as to make it more country-led and not initiated by the HQ
- Shift from the current perception that all is done by one small MAPS team towards a broader agenda driven by 200-300 UNDP staff
- Relate the Project to the emerging Global Policy network of UNDP
- Consolidate the fragmented nature of the Project and improve alignment across Outputs
- Build systems and strategy for innovation within the Project and in MAPS teams
- Improve resource mobilization (including clarity on the funding envelope and more predictability)
- Take a strategic look on how to scale up
- Think beyond the current Project end date - What after 2020?
- Improve the catalytic efforts (e.g. better cross-team/sectoral engagement)
- Incorporate a systematic approach to SDG financing in all its dimensions
- Strengthen the UNDP work on data (mostly through partnerships)
- Continue capturing best practices and sharing them
- Improve the understanding of LNOB (e.g. risk reduction is a driver for the SDGs)
- Conduct proper market research – to try to understand how the private sector is or should be engaged

At the session with the Consultant, the core Project team discussed the actions proposed by stakeholders, and proposed a shortlist, as presented below.

- ⇨ Start tracking impact of MAPS engagements (and the Project overall)
- ⇨ Find the "sweet spot" between UN-wide ownership and UNDP substantive support
- ⇨ Build systems and strategy for innovation within the Project and in MAPS teams
- ⇨ Take a strategic look on how to scale up
- ⇨ "Do not stop" – keep the momentum going
- ⇨ Improve resource mobilization (including clarity on the funding envelope and more predictability)
- ⇨ Assess the skills for what is absent in MAPS teams
- ⇨ Organize the support to countries based on grouping countries with similar needs and contexts
- ⇨ Improve the ownership and leadership of national stakeholder of national dialogue and MAPS overall
- ⇨ Embed MAPS tool and methodologies into existing processes at the country level
- ⇨ Improve the understanding of this Project by other UN agencies (beyond general knowledge about MAPS)
- ⇨ Consolidate the fragmented nature of the Project and improve alignment across Outputs
- ⇨ Improve the catalytic efforts (e.g. better cross-team/sectoral engagement)

Alternative Future Scenarios and Strategic Options

In the second part of the prospective analysis, an additional strategic foresight approach was applied. It was based on the Four Generic Futures methodology, combined with windtunneling. The main purpose of this exercise was to go beyond 2020 and into long-term futures in 2030 – the year when the 2030 Agenda and the SDGs should be accomplished. It dealt with context of "what if" in alternative futures for 2030, even though the Project is expected to finish in 2020. This was done to better understand long-term implications of the ways in which Project might change – in order to inform the decisions in the present. These changes were articulated in Strategic Options, which were then related to each of the four scenarios so as to assess the "fit". The approach was planned for application in a stakeholder workshop, but the organization of such a workshop was not feasible. Therefore, it combined the preparation by the Consultant and the outputs generated by the core Project Team at the strategic foresight session.

The Four Generic Futures framework was developed by Jim Dator and his associates on the basis of a comprehensive comparative analysis of foresight scenarios and applications worldwide. This approach was first applied for the participatory development of the "Sustainable Hawaii 2050" and that experience helped consolidate the methodology. It seeks to ensure both the coverage of the whole spectrum of possible futures (across the whole "future cone"), so is particularly effective for addressing complex and multifaceted issues.

The methodology was developed for predicting of the future or for analysing trends, but for charting possible alternative futures that should inform strategy development in the present. It should also be emphasized that none of alternative futures is considered "worst case" or "best case" because each scenario contains certain value judgements that are considered plausible. Finally, none of the scenarios should be considered in terms of the likelihood of them actually taking place because all are considered to be equally plausible.

Instead of generating scenarios from scratch, this approach starts by assuming four different contexts and then moves to deepening each of those towards formulating four specific scenarios. The context is given in advance in many aspects, so what differs in individual scenarios is the focus on particular question or issue that the foresight exercise seeks to address.

The generic futures are:

- Growth (or acceleration the present),
- Collapse (fundamental break of the present),
- Discipline (highly controlled/ regulated future), and
- Transformation (radically different future)

The specific application of this methodology focused on identifying the "kernels" of the alternative futures, i.e. the essence of each scenario (rather than full-fledged scenarios) with the focus on the accomplishment of the SDGs. The kernels were

generated by the core Project Team at the working session on 26 September. The summary of descriptions of scenarios regarding the 2030 agenda in the alternative futures are presented below.

Growth in 2030 – Unsustainable development

- Steady population increase, easier access to health care, smaller family size. Prominent climate change impact, energy crisis. Migration to urban areas and automation exasperates poverty. Rise of identity politics, populism, nationalism, and ethnic nationalism. Border hardening, closing down of international organization, no ODA ("long-term" development aid).

Narrative: Today, looking back at the last 12 years, what happened is nothing remarkable. There has been no financial crush, no great wars. We have seen impacts of climate change but there was nothing extremely detrimental. What we have in 2030 is the continuation of unsustainable development. There is a steady population increase. People have more access to health care. Family size is smaller. There is concern for climate security. Storms are more frequent, so are other natural disasters. These are compounded by ongoing energy crisis. We are too slow to transition to sustainable renewable energy. Like what other groups mentioned, there is an influx of people in urban areas and mega cities. Industrial based manufacturing jobs which normally sustain a large group of people in the urban areas are being cut by the ongoing automation and development of artificial intelligence. The transition exasperates poverty, weakens social contract between people and the state. We see a rise of identity politics, and populist, nationalist, ethnic nationalist governments around the world. Also border hardening, closing down international organizations, and there will be no "long-term" development aid (ODA). We could see this happening. These things have been happening in the past decade, things were getting worse, life was worse, but nothing is dramatic.

Collapse in 2030 - Tribalism

- A new understanding of nation. Less available energy and environmental resources leads to more attention and higher efficiency. Less globalized world and declining population.

Narrative: In 2030, there is a shifting of what a nation is. There are no presidents and no prime ministers. Instead, there are many local leaders, such as governors and mayors etc. They are at the GA to make decisions. There are less available resources for energy and environment, so more people are left behind being marginalized. This kind of gives a wakeup call. People now are more serious about climate change and environment degradation. Also less waste, since there are less resources available, people are forced to use them more efficiently. The world is less globalized with less connectivity because the world is more inward looking. The population is declining and governments become more local, which are neutral outlooks that are not necessarily good or bad.

Discipline in 2030 – Directed development

- Controlled migration. Controlled urbanization. Controlled population growth. Information technology (IT) taking over. Loss of privacy and exposure to risk of manipulation.

Narrative: Currently, in 2018, countries are not taking people in. However, what if countries in the world all commit to agreement and form a coalition to control migration. Countries can have quotas in terms of how many displaced people can they take from other countries. This way, there is some balanced migration. We can see the global migration unfolding now. If all countries agree to have more managed migration, SDGs can help countries that are in conflict. With domestic economic stability and prosperity, there is a lesser risk of migration happening in the first place. In addition, among displaced populations, many are children. SDGs can help reduce problems facing children and migrating people, limit the chance for people to migrate for opportunities. Governments can take on a control role of migration. The city development attracted people to migrate from rural to urban areas. China has policy in place that prevents people to migrate from rural areas, such as limiting migrants' access to health services and to enrol their kids in urban schools etc. The policy has positive sides and negative sides. The negative side is that people who cannot move from rural to urban areas have limited opportunities, which widens inequality. However, for people who live in cities, they can have a good life quality. Cities will not be overcrowded, and a limited population also has positive impacts on the environment. Government can control and manage population growth. In 2018, it is still a politically sensitive topic. Since politicians are running for offices, the topic is not frequently touched upon. In Africa, the population fertility rate is 4 or 5 per family. To address externalities of population growth, China had one child policy and now two children policy. If there is even more control over population growth, how would that affect the SDGs? From a social and economic perspective, population control can be beneficial. Poverty rate will fall. For families in poor communities, having less child can alleviate the financial burden. In this sense, inequality can reduce. Furthermore, there can be enough labour in the market and an aging population can be better controlled. A controlled population can also enable government to better manage health and educational services. However, there is a downside of population as well. The policy can reduce happiness, which is not reflected in the SDGs. In the end, we see the information technology (IT) taking over. Everything is controlled by data generating and tracking. Data can be better structured and controlled to ensure transparency and accountability. But there is also the risk of hacking and lack of information security due to easy access to data.

Transformation in 2030 – New winners and losers

- The elected populist country governments are inward looking. They focus on domestic issues rather than global issues. China fills up the void and established itself as the global leader. Observed new international and international winners and losers. A less prominent division between the Global North and the Global South.

Narrative: What we see now is a totally different world than the one we knew it in 2018. A number of political events happened in the world so we end up in the situation in 2030. What happened was that, first, a number of countries had democratic elections, and populist governments came into power. The elected populist country governments are inward looking. They focus on domestic issues rather than global issues. Some countries chose to pull out of the Paris Agreement, the EU became technical, lack of meaning, and started to lose power. Former international leaders, in this context are nation states, stepped down from their global leadership role. China fills up the void and established itself as the global leader. China claims its role as the global leaders on various fronts, including at the UN and the Security Council. China, as the international leader, also becomes in charge of the implementation of SDGs. China's leadership role becomes broader and deeper. It leads in

traditional fields with advantage, such as automation and artificial intelligence, but also expands its leadership to capture labour market, service provision, human interactions, etc. In this new world, we see new winners and losers. The change will be good for some and bad for some. We will definitely see new countries as emerging leaders. This raises concern of who are left behind and risks of being left behind. In 2018, we are already seeing the transformation. We see traditional growth in the US and western Europe, but we also see losers, such as lower middle class that struggles in a more automated work market with the use of artificial intelligence. In the Global South, we may see a large group of middle class, such as in India and China, in a new position compared to several years ago. In this new world, we also see a less stark division between the Global North and the Global South. This shift will have impact on partnerships and for the UN, it will have impacts on financing, who's the donor, and who has weight in negotiation. In a general sense, we think the change fits SDG 17. For SDG 10 and SDG1 will also be affected in the new winners and losers scenario. Another transformation we see is urbanization. The world is more urbanized, which affects SDG 11. As we see the rise of Global South, we see an increase of use of renewable energy. It's a positive trend for SDG 7. But for SDG 16, we assume China still focuses on its domestic policy as it has been. We question who will be the global leader for human rights? So we predict a negative trend for SDG 16.

Strategic Options and Windtunneling

Strategic Options represent key paths or directions that the Project might consider but, primarily, after the current end date. Those are not individual ideas or results, but a combination of initiatives that should lead to improved Project's Theory of Change, Strategy, Business model, and/or operations. The assumption applied in the strategic foresight process was that the Strategic Options would be relevant until 2030 – either because the Project would (in this form or another) continue until that year, or that the Project would otherwise produce systemic implications that would impact broader processes on the 2030 Agenda until 2030.

The long-term Strategic Options discussed by the core Project team were:

1) The Project continues "as is"

The Project remains based on the current approach, even though it might be improved and even though it might change the modality

2) The Project leverages (and/or links up) with UNDP platforms and/or SDG acceleration labs

Parts of the Project are integrated into broader UNDP functions, structures, and processes that are currently being developed and introduced.

3) The Project becomes a fully integrated UN structure

For instance, the Project becomes an UN-wide platform that is guided by a UNDG mechanism, such as the Integrated Policy Support Task Force

Windtunneling analysed the overall "fit" between each Strategic Option and each future scenario in order to determine which Strategic Options might perform best

across all scenarios. The "fit" includes: Strategic fit, Risk Performances, Financial performance, and Cultural fit. In order to take a quantifiable approach to windtunneling, each criteria is awarded points on a scale from one to four. Each Strategic Option can achieve a maximum score of 16 within each scenario and 64 for all scenarios. The totals indicate the overall performance of Strategic Options in four alternative futures.

Windtunneling usually includes consideration of how individual Strategic Options perform across scenarios, which leads to the following standard types:

1. Robust (moderate results, with least risk): performs moderately over the full range of scenarios; has least risk, but might be a relatively conservative response to unpredictable change.
2. Flexible (good all across, but risky): performs well in most scenarios, but in some much better than in other; keeps the options open and in high uncertainty might be considered preferable over a robust strategy.
3. Multiple-coverage (comprehensive/portfolio, but too much to handle): performs moderately in almost all scenarios; it is extensive and expensive approach.
4. Gambling (transformational, but risky): performs exceptionally well in one or several scenarios but poorly in all other; it is the riskiest approach but might lead to best results if particular scenario/s indeed takes place.

For the purpose of the MTE only the following criteria were used:

- Strategic fit (4 for best and 1 for worst), and
- Risk performance (4 for lowest risk and 1 for highest risk)

The maximum score for a Strategic Option per scenario was 8. The best strategic fit would get the score of 4, while the best Risk performance

The results of windtunneling performed by the core Project Team are presented in the table below. They include individual and total scores.

	Growth: Unsustainable development	**Collapse:** Tribalism	**Discipline:** Directed development	**Transformation :** New winners and losers	*Total for Strategic Option*
Strategic option 1	**Total: 2**	**Total: 2**	**Total: 8**	**Total: 5**	**Total: 15**
	Strategic fit: 1	*Strategic fit: 1*	*Strategic fit: 4*	*Strategic fit: 3*	*Strategic fit: 9*
	Risk: 1	*Risk: 1*	*Risk: 4*	*Risk: 2*	*Risk: 8*
Strategic option 2	**Total: 5**	**Total: 5**	**Total: 2**	**Total: 3**	**Total: 15**
	Strategic fit: 3	*Strategic fit: 3*	*Strategic fit: 1*	*Strategic fit: 1*	*Strategic fit: 8*
	Risk: 2	*Risk: 2*	*Risk: 1*	*Risk: 5*	*Risk: 10*
Strategic option 3	**Total: 5**	**Total: 7**	**Total: 5**	**Total: 5**	**Total: 22**
	Strategic fit: 2	*Strategic fit: 4*	*Strategic fit: 4*	*Strategic fit: 4*	*Strategic fit: 14*
	Risk: 3	*Risk: 3*	*Risk: 1*	*Risk: 1*	*Risk: 8*

- Overall, the ***Strategic Option 3 ("UN Platform") got the best score across all scenarios***, but the 22 points is still far from the maximum of 32. However, this

was mostly because of certain (moderate) risk, because it got almost maximum on the Strategic Fit. The other two options got the same score across all scenarios (15), which is below the half of the maximum points.

- ***The best Strategic Fit across all scenarios is the "UN platform"*** – meaning that it would perform best across all scenarios. It got 14 out of the maximum score of 16 points. The other two options would perform worse across all scenarios, with "As is" getting 9 and "Leverage UNDP structures" getting only 8 points.

- ***All options carry moderate risk across the scenarios***. The 1st and 3rd options were seen as a bit riskier (8 points, each) and the 2nd got a quite good score of 10 points (out of maximum 14).

- As for ***individual Strategic Options***, it could be inferred, as follows:

  - The "As is"" option represents the so-called "gambling" strategic option. It would perform very well only in "Disciplined Development scenario" – and moderately only in "New winners and losers" – and it carries considerable risk in 3 out of 4 scenarios.

  - The "Leverage UNDP structures" is less clear in terms of the type of strategic approach. It would perform moderately across 2 scenarios and very badly in 2 others. In all except 1 scenario ("New winners and losers"), would the risk be high.

  - The "UN platform" is very close to a typical "flexible" strategic option. It would perform very well in 3 out of 4 scenarios and it carries low risk in 2 out of 4 scenarios.

The results of windtunneling were considered in the course of finalization of the MTE, and they are expected to provide strategic input into considerations of possible change of the Project beyond its current end date. Any such change would require considerable time to design and deploy, so it should be initiated by the end of 2019 and completed before the Project is finished in 2021.

Annex 6: MTE Inception Report

MID-TERM EVALUATION OF THE PROJECT

"ENABLING RESPONSIVE, COHERENT AND INCLUSIVE SUPPORT TO THE IMPLEMENTATION OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT"

INCEPTION REPORT

Nenad Rava, PhD/MDes

Final version
1 August 2018

Table of Contents

1. Introduction **84**
1.1 Background *84*
1.2 Objectives and scope of work *87*

2. Framework strategy for MTE **90**

3. MTE methodology **92**
3.1 The 2 phases *92*
3.2 Data sources and methods *93*
3.3 Limitations and challenges *95*

4. Evaluation plan **97**
4.1. Deliverables and timeframe *97*
Tentative Workplan 97
4.2 Implementation arrangements *99*
4.3 Risks and assumptions *99*

Annexes **102**
Annex 1. Evaluation matrix *102*
Annex 2. Preliminary list of people to interviewed/consulted *104*
Annex 3. Terms of Reference for MTE *105*

1. Introduction

This report presents the background and describes the objectives, scope, methodology and strategy, tentative workplan, and management arrangements for the Mid-Term Evaluation (MTE) of the UNDP project "Enabling responsive, coherent and inclusive support to the implementation of the 2030 Agenda" ("the Project"). The Project represents a pivotal UNDP initiative for the support to the 2030 Agenda, based on the Mainstreaming, Acceleration and Policy Support (MAPS) approach. The MTE has two main objectives, one of which is the prospective analysis (results to date) and the other that provides a prospective outlook for the Project, building on lessons learned but then moving further on the basis of a modified foresight method. It will be conducted by the international consultant in collaboration with the UNDP Project Team in the period July – November 2018.

1.1 Background

The Member States of the United Nations (UN) adopted a new global development framework entitled "***Transforming Our World: 2030 Agenda for Sustainable Development***" in September 2015. It came into effect upon the expiry of the Millennium Development Goals (MDGs) on 1 January 2016 and will run until end of 2030. This universal agenda calls for an integrated approach to sustainable development and collective action, at all levels, to address the challenges of our time, requiring coherent integrated support from the UN system. At the core of the 2030 Agenda are 17 ***Sustainable Development Goals*** (SDGs) with 169 targets, which represents a roadmap for the Members States of the UN to achieve until 2030. The SDGs are considered to be integrated and indivisible, and they balance economic, social, and environmental dimensions of the overarching sustainable development, while emphasizing reaching those "furthest behind" (as reflected in the Leaving No One Behind (LNOB), or the "last mile" development).

> *Following the adoption of the 2030 Agenda, demand from Member States was immediate, massive and urgent. Even before the official entry into force of the 2030 Agenda, 95 UN Country Teams (UNCTs) had already received requests from governments to support its implementation.*

To respond to the growing demand, UNDP development the project "***Enabling responsive, coherent and inclusive support to the implementation of the 2030 Agenda***", which is running from 1 January 2016 until 31 December 2020. It builds upon UNDP's experience with and lessons learned from "Post-2015 Development Agenda: Open and Inclusive Consultations" that facilitated a multi-agency global

conversation to inform the drafting of the 2030 Agenda and of supporting Member States with the final phase of implementation of the previous MDGs. The project has activities, deliverables and results ***at the several levels***: global (e.g. inter-agency coordination, upstream policy advice, global research, advocacy and public engagement, knowledge generation and exchange, south-south and triangular cooperation), components for regional support, and country support.

> *UNDP designed this project to be responsive, flexible and efficient in order to provide the support to developing formal structures, partnerships, capacities and strategies for making the 2030 Agenda actionable at global, regional, and country levels.*

The project operates in an environment that is characterized by complex and turbulent ***internal and external dynamics***. Internally, the UNDP (including, through its 2018-2021 Strategic Plan) and the broader UN Development System (including, amongst other the recommendations of the Quadrennial Comprehensive Policy Review - QCPR) are undergoing realignment. Externally, the 2030 Agenda introduces systemic changes in the development context, as well as in the structures, operations, and strategies of national and local governments, and development partners. Moreover, the involvement of the private sector and hybrid development actors (e.g. social enterprises and impact investors) has contributed to the change in the funding and financing landscape for development.

Therefore, the project applied from the onset an iterative and emergent approach to implementation to navigate the increasing complexity and changing demands. It has evolved in terms of the implementation mechanisms, as well as with regard to its services and offerings.

At the core of the project is the ***Mainstreaming, Acceleration and Policy Support (MAPS) approach*** adopted by the UN Development Group (UNDG) in October 2015. It represents a common, generic approach to the implementation of the 2030 Agenda.

Guided by the MAPS approach, the Project aims to deliver the 2030 Agenda through:

- *Assisting the mainstreaming of the 2030 Agenda at the national and local levels;*
- *Offering an SDG-based analytical framework to accelerate progress in tackling obstacles to development;*
- *Facilitating access to policy support and thematic expertise available throughout the UN system;*
- *Fostering citizens' engagement and multi-stakeholder partnerships to progress sustainable development;*
- *Advocating a bottom-up approach to monitoring and reviewing progress in achieving the SDGs;*
- *Improving data availability; and*
- *Generating and disseminating knowledge from implementation.*

Accordingly, the Project was structured primarily around the elements of MAPS:

Output 1: Mainstreaming Agenda 2030 for Sustainable Development mainstreamed at national and local levels;

Output 2: Acceleration - Analytical tools used by policy makers to identify synergies and trade-offs in the implementation of the SDGs;

Output 3: Policy Support - Countries draw on expertise & joined-up capacities of UN entities to support national governments with SDG implementation;

Output 4: Accountability and Data - Capacities of countries to produce data for SDG monitoring and reporting are strengthened;

Output 5: Learning and Integration - Evidence-based knowledge products on issues relevant to SDG implementation developed and shared;

Output 6: The UN SDG Action Campaign[8] - Cutting-edge advocacy tools made available, effective multi-stakeholders mechanism for implementation and citizen- driven review and follow-up process established;

Output 7: MAPS Team[9]

In November 2017, the Project took stock of accomplishments to date and reflected upon lessons and challenges to assess ways forward, presenting these findings to the Project Board. This led to a ***revision of the Project Document in March 2018***, which continues to be structured upon the UNDG's MAPS and to allow maximum flexibility to ensure the Project prioritizes country-level demand. The revised project document adjusted the multi-year budget and targets given resource constraints, but also incorporated a new output:

Output 8: SDG implementation in fragile and conflict affected settings[10] - Ensure that the project takes a risk-informed and fragility-sensitive approach, aligned with the Secretary General's prevention agenda and the World Humanitarian Summit commitments.

Essentially, the project's intention is ***to avoid a linear and mechanistic approach to project implementation by experimenting and innovating ideas, tools, partnerships, and processes***. The innovative approach led to intensive learning and continuous improvement of the strategy and operations. One of the most important new initiatives, which then became a pivotal element of the whole project, are the ***MAPS missions*** that explored a wealth of new insights and practices, and provided integrated SDG implementation support at the country level. MAPS missions - that have since evolved into MAPS engagements[11] - provided both the opportunity to

[8] This output is not included in the scope of this Mid-term evaluation, since a Mid-term evaluation of this output was separately and recently conducted.

[9] This will not be covered by this MTE because this output is being discontinued and absorbed by outputs 1-5.

[10] This output is not included in the scope of this midterm evaluation, since it has been added in 2018.

[11] These missions were intended to assist in assessing alignment of the SDGs with country priorities, identify areas for acceleration, and design integrated policy recommendations – in most cases leaded to national SDG roadmaps. The 26 missions undertaken in 2016-2017 have been tailored to specific country contexts and entry points for SDG engagement. The first nine in 2016 were UNDP missions, while the 2017 missions were organized as interagency initiatives. National priorities and characteristics define the substance and scope of each mission as well as the composition of the mission team

consolidate new ideas and practices into new analytical and strategic tools (and new partnerships), and to test them in the field in diverse contexts.

MAPS missions and engagements were also at the forefront of promoting the integrated approach to the SDGs emphasizing their indivisibility, multi-stakeholder involvement, and critical inter-linkages that are necessary for producing catalytic, systemic change. After the first 26 MAPS missions, they evolved in 2018 to MAPS Engagements, which offer a more strategic, longer term approach with 6-12 months support to a country instead of an one-off visits.

The Project's ***unconventional approach*** is in line with the logic that one can deal with complex social systems and facilitate emergent solutions only by engaging with diverse contexts without applying an overly optimized approach, and then building in an iterative manner new tools and new practices. Such an approach represents a major challenge not only because of the difficulties in managing it across levels and outputs, but also, and primarily, because it tends to go against the conventional project framework. In many ways, ***this Project is "not a project"*** but rather a portfolio of projects, innovations, and engagements. It is challenging also for donors that sometimes tend to underestimate the discrepancy between conventional approaches and innovation, but it is challenging also because UNDP is still to develop internal mechanisms for supporting emergent solutions and operating in genuine social complexity.

1.2 Objectives and scope of work

The MTE is taking place in the 3rd year of implementation (2016-2020) with the purpose not only to take stock of results to date, but also to inform UNDP's ongoing strategy both for this Project and for the broader approach to supporting the SDGs implementation at global, regional, and country levels. Hence, the MTE has ***two main objectives***:

a) To analyze the progress towards the achievement of the project outputs and outcomes, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results by 2020.

b) To provide a future outlook with elements of new strategy and options for further improvement of the Project approach, in the context of ongoing changes within UNDP and the broader UN system, and in line with emerging needs and practices for implementation of the 2030 Agenda.

> *In other words, it will have both a retrospective (feedback) and prospective (feedforward) elements – as it is also reflected in the evaluation methodology.*

The ***first objective*** will include:

- Assessing – independently, but in a participatory manner – the results of the Project to date (see further explanation of the scope on the next page);
- Identification of factors that facilitated or constrained the achievement of intended Project objectives, against the backdrop of the 2014-2017 and 2018-2021 UNDP Strategic Plans, and the ongoing UN Reform; and
- Initial recommendations based on lessons learned and strategic opportunities and challenges.

The MTE assessment will cover ***the period from 1 January 2016 to 30 June 2018*** and ***Outputs 1-5*** of the Project Document. Output 6 does not require an evaluation because it has just been reviewed recently; Output 7 was discontinued and absorbed across outputs 1-5; and Output 8 will not be reviewed because it was added to the Project only in 2018.

The assessment of the results to date will be based on ***information and data divided into 2 periods***:

- January 2016 – November 2017 (related to the Integrated report for 2016-2017); and
- December 2017 – June 2018 (related to more recent reports and documents, and as influenced by the Project Document revision).

The ***scope of the assessment is primarily on UNDP's contribution*** to the implementation of the 2030 Agenda, as provided through this specific Project. Given the systemic complexity and the integrated nature of the 2030 Agenda it is understood that the MTE may not be able to completely isolate UNDP's unique contribution. However, the MTE will make an attempt to do so, which will include the understanding of how UNDP, through the Project, has taken steps to facilitate inter-agency collaboration and serve the role as convener with other UN entities, national governments, other intergovernmental bodies, academia, foundations, private sector and CSOs.

> *Hence, in the retrospective analysis MTE will focus on documenting UNDP's contribution to date, in particular at the outcome and output level within UNDP's sphere of influence, while acknowledging other intervening factors and the contribution of partners.*

The scope of the retrospective analysis requires further clarification with regard to the approach to assessment of results.

A part of the standard approach to conventional, retrospective evaluation is to assess, in a formalistic and technical manner, the relationship between expected targets and accomplished results for each indicator of each output and each outcome - as formulated in the original Project Document's Results Framework. This is based on the ***linear logic of project management***, which assumes that the project is successful to the extent it followed the formal path established in the project document without major deviation. In other words, the project is considered successful if it delivered

upon the expected results, even if those results proved to be less relevant than originally expected. Even when such assessments are made in a more flexible manner (i.e. when being considerate of the need for adaptation and emergence), project modifications still tend to be considered secondary to the accomplishment of formal targets and strict implementation of the Project Document, as originally formulated.

In the case of this project, the context is rather different. Firstly, as already mentioned, ***it is a project in format but diverges from an expectation that it would follow a linear path of implementation***, as established in the original Project Document. This Project was meant to evolve and adapt - in many instances, as innovation strategy always requires, it would engage with an issue first-and develop a work-plan based on lessons learned; experimentation has been considered as if not more important for the success of this project than "ticking" the boxes in terms of the set results. The case in point are MAPS missions, which did not feature in the Project Document at all, and then became pivotal for the overall success of the Project.

Secondly, the indicators in the Results Framework had been considered provisional because some of those could not have been conceptualized and operationalized in advance. For instance, the very first output indicator - the number of countries mainstreaming the 2030 Agenda - was indeed very prospective. At the time it was included in the project document, there was no clarity on what "mainstreaming of the 2030 agenda" would represent. Hence, ***conducting a very formal and strict assessment*** against this, and similar, indicators for a project of experimental and innovative nature would probably be counterproductive and misleading in terms of actual project results. And, thirdly, some elements of the Project's Results Framework that relate to the new UNDP Strategic Plan (i.e. indicated outputs and outcomes of the Strategic Plan 2018-2021) are only a recent addition that cannot be applied retroactively.

It should also be mentioned that the formal Project Audit is currently being finalized. It is expected to address some of the above-mentioned issues. In contrast to the Audit objectives, the ***MTE is expected to engage with other, substantive elements of the retrospective analysis***, and then - as defined in the ToR - focus more on the support to envisaging the future strategy of the project. This is very much in line with what is elsewhere understood as developmental evaluation, where the evaluation is concerned more with adequate change and improvement, than formal assessment of results against indicators. This is one of the reasons why this MTE will pay more attention to the Theory of Change and contextual dynamics, than the Results Framework.

For these reasons, it has been that formal assessment of the results to date based on Project Document indicators will not be included in the MTE. Instead, the MTE would involve more in-depth analysis of the intentions, progress, lessons learned and results in the changing Project context. MTE would still conduct the retrospective analysis, but would not be restricted to the formally established Results Framework from the Project Document

The ***second objective*** will include both the elaboration of recommendations of the retrospective assessment, and facilitation of devising alternative future scenarios and strategies – so as to build a foundation for further (re)design of the Project in the context of dynamic internal and external developments. It will build on the findings of the retrospective analysis, but introduce elements of foresight and co-design. It will address the period ***from mid-2018 until the end of 2020*** (the end of the project), but might require identifying contextual change (alternative future scenarios) beyond 2020. These include, amongst other, the 2018-2021 UNDP Strategic Plan and related reorganization plans.

In terms of the ***geographical scope***, the MTE will cover global, regional, and country levels. This will need to be done both in an integrated manner and in the way that will try to identify specific contributions to each level separately. The extent to which this will be feasible or meaningful will depend on formulation of Project's targets and indicators, and the opportunity to apply adequately elaborate methods for data collection and analysis.

2. Framework strategy for MTE

In order to meet the objectives and produce expected results of MTE, this Inception report proposes a particular ***framework strategy for evaluation as an iterative and phased process***. This framework implies that the quality of evaluation is considered across all stages of the process, and not only in terms of the final report. However, it also implies it is a framework strategy with the actual MTE strategy being considered an emergent process that will interact with the changing environment and considerations of feasibility and prioritization as the MTE progresses.

What is evaluation quality?
Quality cuts across all stages of the evaluation process. Evaluation quality includes the quality of evaluation planning and design, evaluation management, evaluation implementation, and the quality of the evaluation product itself"
(CDI Practice Paper No.09)

The MTE will be, partly, based on the ***conventional evaluation approach*** and following the UNDP Evaluation policy. In the MTE strategy that refers to the feedback aspect of the evaluation which will attempt to compare the intended and the achieved. This will be referred to as retrospective analysis in the broader MTE.

The selected questions that will be covered as a part of the retrospective analysis to address relevance, effectiveness, efficiency, and sustainability of the Project are presented in the Evaluation Matrix in the Annex 1. However, some clarifications are needed upfront because this MTE will slightly modify the evaluation questions presented in the Terms of Reference.

- ***Relevance*** will refer primarily to the degree to which the Project responded to emerging demands at different levels, and how this response contributed to the broader 2030 Agenda in an integrated and coherent, inclusive, and catalytic manner.
- ***Efficiency*** *(doing the things right)* will cover implementation aspects (excluding financial ones) towards operational results and performance at the output-level, with elements of the Project's business model.
- ***Effectiveness*** *(doing the right things)* will deal with the broader Project Strategy and its current contribution to expected outcomes - and, hence, the contribution to the UNDP in spearheading MAPS approach and facilitating engagement of other UN entities on the SDGs. This will also include the alignment between the Project and the broader UNDP Strategic Plan.
- ***Sustainability*** will be focused on operational sustainability, with elements of funding, partnerships, and scaling.

Each of the above will incorporate analysis of results, extrapolation of those results for the remaining duration of the project, and the main factors (hindering/constraining and enabling/facilitating) that influenced Project and the lessons that can be learned from the past.

The second aspect of the MTE relates to the need to put more effort into recommendations that it might be usually expected from a mid-term evaluation. Besides the recommendations based on lessons learned from past implementation, the MTE will also incorporate ***elements of feedforward evaluation*** (closely related to what is known as "developmental evaluation" but shorter in duration and smaller in scope). This prospective approach compares the anticipated future results with the current design, strategy and operations of the Project. This is fundamentally different from extrapolation of data from the past into the future (i.e. forecasting) because it takes as the starting point the ideal future situation (the "end-game") embedded in alternative future scenarios – and then relates it to the present. However, the feasibility of this will depend on several factors (as explained later), and the tentative plan will need to be reviewed mid-August to address that.

In the retrospective approach we "move" from past into the present and then into the future, i.e. we seek feedback from the present on the intention from the past to predict the future. In the prospective approach we start from the future and then facilitate the interaction of that future with the present to approximate the ideal situation to the changing present circumstances. In other words, we seek input from the future to guide us (feedforward) in the process of changing the present to make it more able for systematic impact that would bring us closer to the preferred future. Both of those aspects have their relevance for evaluation and are, thus, essential for informing strategic decisions.

Furthermore, the MTE strategy took into account that the Project does not have a ***Theory of Change*** (ToC), not least because at the time it was designed ToC was not an established practice in programming. Hence, MTE will make an attempt to

"reconstruct" the initial Theory of Change for the retrospective analysis, and, also, to incorporate elements of ToC into the prospective approach. It would be too demanding for the MTE to propose a whole new ToC, but some key elements of it might emerge as a part of the MTE's prospective efforts.

As already mentioned, The Project applied an innovative approach – including experimentation, flexibility to respond to emerging demands at the country level, and iteration of new tools and practices – which could not be based on a comprehensive approach to iterative programming that is novelty even at the moment MTE is being conducted. Therefore, the MTE will need to take into consideration ***nascent programming and project modalities*** of UNDP, such as the engagement facility or the portfolio approach. This will provide additional aspects to the MTE to avoid being locked into the modalities that might not have been adequate for this Project in the first place.

3. MTE methodology

The MTE methodology is derived from the overall evaluation framework and it incorporates data collection (and data generation) methods, and sequencing of the overall analysis and assessment process into 2 interdependent phases. It also refers to limitations and potential shortcomings. The methodology is designed to reflect the mixed-method approach that facilitates comprehensiveness and systemic approach, and balances feasibility with quality.

3.1 The 2 phases

The overall process is divided – according to 2 MTE objectives - into the ***retrospective and prospective phases***. The results of each will be articulated in separate reports, and then integrated in the final report. The phases of MTE will be iterative, and they will provide input to each other, i.e. data collection and analysis will not be so strictly divided. For instance, some interviews would include questions related to both phases. Moreover, the recommendations of the retrospective approach will already represent the initial elements of the prospective approach, while the prospective approach might help clarify some of the findings regarding past results.

Essentially, the 2 phases will be different in the following manner:

Retrospective	Prospective
Feedback: comparing initial intention/objectives with the accomplished results, and their extrapolation	Feedforward: comparing the ultimate intention (the "end-game") with the current Project strategy and approach (and extrapolated results)

Based on past data to document progress and identify hindering and enabling factors	Based on future "data" and anticipation of results and impact to facilitate iterative design and adaptive progress
Conventional evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability)	Foresight-infused, co-creative design process
Focus on accountability and lessons learned	Focused on improving strategy, capabilities and capacities for interactive management of the project

The first phase is expected to cover:

- Assessment of results (output level, and contribution to outcomes) and their extrapolation for the remainder of the project
- Review of the Project's business model and strategy
- An attempt to reconstruct the Theory of Change (i.e. "loose Theory of Change")
- Analysis of internal and external dynamics, and key factors of relevance
- Initial recommendations based on lessons learned (including main entry points for further change)

The second phase would aim to cover:

- Identification of the "end-game" of the Project (i.e. the "ideal" situation anticipated at the end of the Project)
- Assessment of the "end-game" against extrapolation of the current approach
- Relating the "end-game" to alternative future contexts (scenarios)
- Assessment of the Project design and strategy against the alternative futures (including elements of the Theory of Change and, possibly, initial windtunneling)
- Recommendations for "paths forward", with systemic implications

The extent to which the above will be incorporated into the MTE will be assessed with the Project team when the feasibility is clarified.

3.2 Data sources and methods

The first phase will include the following ***primary and secondary sources*** for review and analysis:

- Project-related documents (Project document and annexes, Project and activity plans and reports, MAPS mission reports, minutes from strategic meetings and consultations, etc.);
- Documents produced by the Project (knowledge products, roadmaps, publications, methodologies and tools, etc.);
- Statistical and performance data;
- Strategic documents and reports of UNDP and UN more broadly; and
- Selected data/ documents from UNDP Country Offices / UN Country Teams.

Additional data for the retrospective analysis to be provided by the Project team include, primarily, the following:

- Consolidated Timeline of the Project (historical mapping of the key events, activities, and milestones); and
- Any additional statistical or performance data[12] required for extrapolation of current results or other analysis in the first phase of the MTE.

Furthermore, the consultant will conduct:

- Brief ***business model and strategy review*** of the Project, in the context of the broader strategic framework of both UNDP and UN;
- Analysis of ***dominant micro-narratives*** (if feasible);
- ***Analysis of selected knowledge products / tools***.

The ***second main source of data*** will be individual and group interviews and consultations, as feasible[13]. Most of those will cover both phases of the MTE, and, in the case of retrospective analysis, those will be based on the conventional Evaluation criteria, as presented in the Annex 1. The initial list of people to be interview or consulted is included in the Annex 2.

For all data and information needs that cannot or should not be collected via interviews and consultations, the consultant will prepare and organize ***on-line survey***. This will be targeting mostly UNDP Country Offices and other UN entities. The survey will generate additional quantitative and qualitative data for the retrospective analysis, with some input to the prospective one.

> *Insights based on perceptions and attitudes, and those from anecdotal sources, generated in interviews, consultations, and the survey will not be considered factual if not validated by several respondents.*

Depending on feasibility, the MTE should include a ***foresight and co-design session/s*** (with elements of dialogue based on Liberating structures and Interactive Social Design) with the core project team. This session/s would provide essential insights for the prospective analysis, and an opportunity for the project team to engage in dialogic co-design. The insights will represent a collective perspective limited to the group involved in the sessions. The validity will be as high as the degree of requisite variety (the variety of the group in comparison with the overall variety of the Hub) ensure by participation.

Finally, it should be reiterated that the MTE will attempt to incorporate ***the Theory of Change approach***. The Project does not have an "official" Theory of Change", but all interventions and projects are based on some, even tacit, Theory of Change. Therefore, the MTE will try to apply the so-called "loose Theory of Change" approach, which is based on tracking back or reconstructing the initial Theory of Change

[12] Most of this will be acquired from the data collection and/or generated for the ongoing Audit of the Project.
[13] Those will be mostly conducted via Skype or other relevant communication platform.

(however, unstructured it might be). In addition to this aspect of the retrospective analysis, the MTE will also attempt to incorporate elements of the new Theory of Change in the prospective phase, as well.

3.3 Limitations and challenges

There are no major limitations or shortcomings of the MTE methodology. However, ***certain flexibility*** will be required as this MTE, as the Project itself, is in many ways an emergent process.

Specifically, this relates to the fact that this Project has ***a large (and continuously evolving) scope*** and that it operates in a ***turbulent environment,*** which includes ongoing UNDP reorganization and UN reforms. There are few stable reference points that would help "anchor" MTE recommendations in external and internal structures, which are being changed during (and continue after) this MTE. For instance, systemic implications of the new UNDP Strategic Plan and UN reforms (e.g. the decoupling of the role of UN Resident Coordinator from the role of UNDP Resident Representative, or introduction of platform business model in UNDP) are still unknown. Moreover, the umbrella structure that supports the Project (BBPS) is undergoing functional review which is expected to lead to further organizational change to take place after the MTE ends.

This is accompanied by another challenge: identifying the ***specific contribution of UNDP and this Project*** to the broader support to the 2030 Agenda. This project is a UNDP project, but its performance and results are interdependent with the broader developments around the 2030 Agenda, and in most Outputs, it involves (and shares responsibility for results with) other UN agencies. Hence, it is likely that MTE might not fully succeed in finding sufficiently valid evidence for the assessment of progress beyond simpler, quantitative indicators.

The Project Results Framework might also represent a challenge in at least two ways. The first is that it ***operates at several levels*** – global, regional, and country – and that it is likely that individual contribution of the Project to each level is difficult to identify. Moreover, each of those levels interacts with the other ones, so there is a complex interdependent relationship amongst them. For instance, when the Project organized a MAPS mission, it benefited from the tools developed at the global level - which, in turn, benefited from lessons learned from previous country engagements. In that process, the regional level played very different roles in different cases, while partnerships developed for individual Outputs seems to be too diverse for identifying a shared partnership strategy, approach or mechanisms.

Secondly, the Project was designed in the way that presents Project outputs relatively independently from each other, but they proved to be highly interdependent, as well. Moreover, ***the linear approach in organizing the Project into outputs*** did not take into account the practical need for iteration across Project outputs. It should also be

mentioned that Project outputs seem rather distant from Project outcomes – both of which needs to be covered by MTE to different degrees.

Final relevant challenge is the ensuring ***availability of key stakeholders*** for interviews and for possible workshop in the period that MTE is taking place. The proposed methodology is expected to deliver high quality results by September 2018 and with the input of 35 consultancy days, but the prospective part of MTE will not have as many iterations as it might be required for more systematic strategy or organizational redesign of the Project.

4. Evaluation plan

The evaluation plan includes deliverables and timeframe (with a workplan), risks and assumptions, and implementation arrangements – as described below.

4.1. Deliverables and timeframe

MTE will be iterative in the course of data collection, analysis and synthesis – meaning that those will be done in progressive cycles – and divided into the 2 phases described earlier in this Inception Report.

The main deliverables of the MTE will include:

> ***1) Inception report*** – to include: background and approach; evaluation framework and criteria; evaluation methodology; sources of data; and a tentative action plan, with roles and input.
>
> ***2) Assessment Report*** – to cover the first MTE objective / retrospective analysis of results to date.
>
> ***3) Report on Paths forward*** – to cover the second MTE objective / prospective outlook.
>
> ***4) Final, integrated, MTE Report*** that will incorporate approved reports on Assessment and Paths forward, as well as the final presentation.

The overall MTE will be conducted in the period July – October/November 2018.

Tentative Workplan

The Tentative Workplan should be reviewed by the Consultant and UNDP in mid-August 2018, and tasks and deadlines adjusted according to the situation at that point in MTE process. Moreover, some proposed tasks will depend on feasibility, which will be possible to assess only at a later stage.

Inception	**Tentative period:** 16 July – 1 Aug 2018	**Consultant's input:** 7 days
Main tasks *(Consultant)*	**Main tasks** *(UNDP)*	**Deliverables**
- Initial document review - Internal consultations - MTE strategy, methodology and criteria - Draft and Final Inception report	- Providing documents and data - Initial consultations	Inception report *(final draft by 27 July – UNDP approval expected by 1 Aug)*

	- Approval of the Inception report	
PHASE 1: Retrospective analysis	**Tentative Period:** 1 Aug – 22 Aug 2018	**Consultant's input:** 11-13 days
Main tasks *(Consultant)*	**Main tasks** *(UNDP)*	**Deliverables**
- Finalization of document review and analysis of data (activities and performance) - Preparation and analysis of the on-line survey - Business model and strategy review - Conducting consultations and interviews, and analysis and consolidation of insights - Attempt to collect and analyse micro-narratives - Analysis of selected knowledge products / tools - Attempt to reconstruct the Theory of Change - Drafting of initial findings - Validation (modification / enriching) of initial findings and producing of the final ones - Preparation of the draft and final Assessment report, based on comments and feedback - Internal consultations / debriefings	- Providing additional documents and data - Timeline mapping - Organization of interviews and consultations - Support to on-line survey - Internal consultations / debriefing - Consolidation of comments and feedback on draft report - Approval of the final Assessment report	- Preliminary and final findings - Draft and final Assessment report
PHASE 2: Prospective analysis	**Tentative Period:** 1 Aug – 7 Sept 2018	**Consultant's input:** 10-12 days
Main tasks *(Consultant)*	**Main tasks** *(UNDP)*	**Deliverables**
- Conducting consultations and interviews, and analysis and consolidation of insights - Attempt to collect and analyse micro-narratives - Foresight and co-design sessions/s with the core project team (preparation, delivery), including the "end-game", alternative scenarios, and strategy / elements of the Theory of Change - Drafting of initial findings - Validation (modification / enriching) of initial findings and producing of the final ones - Preparation of the draft and final Assessment report, based on comments and feedback - Internal consultations / debriefings	- Organization of interviews and consultations - Organization of the session/s with the core project team - Internal consultations / debriefing - Consolidation of comments and feedback on draft report - Approval of the final Paths forward report	- Preliminary and final findings - Foresight / co-design session/s - Draft and final report on Paths forward
Finalization	**Tentative period:** 10 - 15 Sept 2018	**Consultant's input:** 5 days
Main tasks *(Consultant)*	**Main tasks** *(UNDP)*	**Deliverables**
- Consolidation of all findings, conclusions and recommendations into the integrated MTE report - Presentation of the draft integrated MTE report to the Project Board - Finalization of the integrated MTE report, based on comments and feedback	- Organization of the Project Board meeting presentation - Consolidation of all comments and feedback - Approval of the final integrated MTE report	- Presentation at the Project Board meeting - Draft and Final Integrated MTE report

4.2 Implementation arrangements

The MTE is taking place ***under the supervision of the Project Manager***, who is the Programme Specialist of the 2030 Agenda team, located in BPPS Strategic Policy Unit and the Sustainable Development Cluster. ***The Project team*** will play central role in data collection and generation. It should also organize all interaction with the stakeholders.

The client of the MTE is UNDP to whom the consultant is directly accountable. This implies that UNDP will act as an intermediary between the consultant and stakeholders, and support main activities including: collection of data, distribution of structured interviews and collection of completed ones, organization of meetings, and distribution of draft report and collection of written comments. UNDP will also provide any support necessary in terms of an eventual need for mediating relationship between consultant and stakeholders. Finally, the responsibility of UNDP will be to timely approve consultant's reports.

The consultant commits to ***consistent and authentic implementation of the evaluation framework and methodology***, as presented in the Inception report – as well as to remaining flexible for incorporation of any modifications (jointly agreed with UNDP) due to changing circumstances. The consultant will act professionally, which includes structured and transparent analysis, preventing preferential treatment of any actor involved, and protecting the integrity of respondents.

The MTE findings could be divided into ***validated and provisional findings***. Provisional findings are those that either lack sufficient evidence or for any other reason (e.g. feasibility) were not validated to a sufficient degree.

Finally, it should be noted that consultant's findings could be ***objected by UNDP or another stakeholder only in two cases***:

a) interpretation of data or documents is not valid, and
b) evidence is not sufficient to lead to such findings.

Although the consultant will share and discuss conclusions and recommendations with UNDP, the final version of those will remain expert in nature and cannot be influenced by UNDP or any other party beyond the framework set in this Inception report and approved by UNDP. This is necessary to ensure the independent character of the MTE.

4.3 Risks and assumptions

Several key assumptions of the MTE should be emphasized, as follows:

- Consultant's independence will be ensured, while a highly collaborative environment will be created by UNDP;

- Access to necessary data/ documents for MTE, will be provided by UNDP;
- There will be sufficient degree of willingness on the side of UNDP and other stakeholders to innovate and seek transformative results.

The assessment of main risks and indication of mitigation actions are presented in the table below:

Risk	Likelihood	Relevance	Mitigation
Lack of sufficient amount or quality of relevant data	Medium	High	Timely data collection by the Project team and intervention of the consultant if a lack of data is anticipated.
Low response rate for the survey in the given timeframe	High	Medium	Timely distribution of the survey and adequate mobilization support by the Project team.
Delays in the approval of reports	Low	Medium	Due to time sensitivity of the MTE, this should be avoided by all means. In case it takes place, adequate changes in the schedule should be made.
Unavailability of key stakeholders for interviews	Medium	High	Early planning and preparation are needed.
Conflict or major disagreements amongst stakeholders	Medium	High	UNDP and the consultant should ensure opportunities for each stakeholder to free express her/his opinion without imposing it on others. In the case of an open conflict, UNDP will intervene.
Major change of the original evaluation objectives, framework or methodology	Low	Medium	In case of the need to change original objectives, framework or methodology, the consultant and UNDP might need to go through the process of approval, equal to that used for the Inception report
Attempts to influence the final findings, conclusions or recommendations outside of the process envisaged by the Inception report	Low	High	UNDP will protect the integrity and professionalism of the consultant and act as intermediary between him and other actors involved.

Additional data being collected (or requests made) in the last phase of MTE	Low	Medium	The consultant and UNDP should assess the feasibility of integrating new data or requests into MTE, and agree on eventual changes of the contract.

Annexes

Annex 1. Evaluation matrix

Evaluation criteria 1: Relevance
Key questions: - Have the Project's design, approach, strategy and business model contributed UNDP's strategy for SDGs and the overall 2030 Agenda implementation? - What role has UNDP played through this Project in the provision of "thought leadership", and in helping coordination within the UN system and beyond? - Has the Project's design, approach, strategy and business model been aligned with demands, needs, and preferences of its beneficiaries (primarily, UNDP Country Offices / UN Country Teams)? - Have the project design and strategy, and its business model reflected adequately the capacity of the UNDP and the Project's beneficiaries? - Has the Project included all relevant stakeholders in its governance and implementation? - What are the key overall factors that influenced Project's relevance? Which of those are hindering and which are enabling? What are lessons learned and innovation opportunities for ensuring continued relevance of the Project? What could Project look like by the end of 2020, if the current operations are not changed (extrapolation)?
Key Methods: Document and data analysis; Interviews and consultations; Survey; Business model and Strategy review; Historical mapping; Narrative analysis; Reconstructing the Theory of Change.
Evaluation criteria 2: Efficiency
Key questions: - Has the Project implementation been on-track? If not, have the Project introduced adequate and timely corrective measures? - To what extent the Project outputs have been achieved to date? Have the Project successfully balanced between consistency and adaptability in implementation, in relation to the changing external and internal contexts? What is the level of quality (expected vs. delivered) of selected knowledge products/tools? - Does the project have solid governance and management arrangements? Does the project have adequate business processes for planning, coordination, and reporting? Does the Project regularly monitor and report on its progress? Does the Project regularly inform main stakeholders about its progress and plans? - Has the resource mobilization strategy been adequate? If not, what are the main factors? - What are the key overall factors that influenced Project's efficiency? Which of those are hindering and which are enabling? What are lessons learned and innovation opportunities for ensuring adequate efficiency of the Project implementation? What could Project look like by the end of 2020, if the current operations are not changed (extrapolation)?
Key Methods: Document and data analysis; Interviews and consultations; Survey; Historical mapping; Review of selected knowledge products / tools; Performance analysis.
Evaluation criteria 3: Effectiveness
Key questions: - Has the Project contributed to inclusive, coherent and inclusive support to the Agenda 2030 at the global, regional, and country levels? How innovative and experimental the Project has been? - Has the Project contributed to the achievement of the expected outcomes? What were the

specific contributions of the Project at different levels (global, regional, country) with regard to SDG implementation (including aligning its support to national priorities, funding and financing, and the involvement of other development actors)? Have the Project's results have been systemic and catalytic? - How has the Project contributed to the broader UNDP support to the implementation of the 2030 Agenda (including its role in developing partnerships around the 2030 Agenda within UN and beyond)? - Has the Project addressed the needs of diverse groups, including marginalized peoples and groups, to leave no one behind in SDGs implementation? How has the project addressed crosscutting issues such as gender? - Have the Project provided an added, strategic value to national development in relation to the Agenda 2030? - Has the Project led to increasing, sustainably, the capacity of UNDP Country Offices / UN Country Teams? - What are the key factors overall that influenced Project's effectiveness? Which of those are hindering and which are enabling? What are lessons learned and innovation opportunities for ensuring delivery of the Project Outcomes (in particular, given the new UNDP Strategic Plan)? What could Project look like by the end of 2020, if the current operations are not changed (extrapolation)?
Key Methods: Document and data analysis; Interviews and consultations; Survey; Business model and Strategy review; Narrative analysis; Reconstructing the Theory of Change.
Evaluation criteria 4: Sustainability
Key questions: - To what extent is the Project's institutional framework (governance) sustainable? To what extent is the Project's operational capacity sustainable? To what extent is the project financially sustainable? - What has been the Project ability to adapt and evolve based on lessons learned and adaptation to the changing development landscape? Has the project primarily operated in reactive, proactive, or pre-active mode, in response to external dynamics? - Given its strategy and resources, has the Project operated sufficiently at scale? What are the specific opportunities for the Project to scale (tools, practices, partnerships, vertically and horizontally within UNDP and UNDS)? What would be key prerequisites for that? - What are the key factors overall that influenced Project's sustainability? Which of those are hindering and which are enabling? - If nothing changes, what are the main risks and opportunities for Project's success? Will there be a need for an "exit strategy"?
Key Methods: Document and data analysis; Interviews and consultations; Business model and Strategy review; Reconstructing the Theory of Change.

Annex 2. Preliminary list of people to interviewed/consulted

Name	Organization / Position
Pedro Conceicao	Director, SPU, Co-executive of MAPS Project
Rosemary Kalapurakal	Director a.i., SD Cluster, Co-executive of MAPS Project
Mitchell Toomey	Director, SDG Action Campaign
Laurel Patterson	Senior Policy Advisor, New Deal Facility
Alice Chen	Project Manager
Sviatlana Shutko	Programme Analyst on finance
Sorie Lee	Policy Specialist
Serge Kapto	Policy Specialist
Nicole Igloi/Maria Petersen/Catharina Klingspor	Policy Specialists
Tasneem Mirza	Policy Specialists
Jaimie Grant/Oksana Leshchenko	MAPS Support Consultant/Policy Specialist
Almudena Fernandez / George Gray Molina	Policy Specialist
Renata Rubian	Policy Specialist
Joseph D'Cruz (JD)	Executive Office, Senior Advisor
Abdoulaye Mar Dieye (Mar)	ASG, Director, BPPS
Magdy Martinez-Soliman	Resident Representative a.i. Trinidad and Tobago (former ASG BPPS)
Turhan Saleh	Executive Office, Senior Advisor
Sudha Srivastava/Karen Vardanyan	Chief, Resource and Operations Management / Operations Advisor BPPS
Matilde Mordt	LAC SD Advisor, Sustainable Development Cluster
Mansour Ndiaye	Africa SD Advisor, Sustainable Development Cluster
Eunice Kamwendo	Policy Specialist, Regional Bureau Africa
George Bouma	SD Advisor, Regional Bureau for Europe and Central Asia
Nathalie Bouche	Arab States SD Advisor
Faiza Effendi	Regional Bureau for Asia and Pacific
Patrick Keuleers	Chief of Professions, Governance cluster
Jo Scheuer	Chief of Professions, Climate Change
Chitose Noguchi/Margaret Chi	Global Programme Manager/Policy Specialist
Ade Mamonyane Lekoetje	Resident Coordinator of the Gambia
Beate Trankmann	Resident Coordinator of Mongolia
Richard Dictus	Resident Coordinator of Egypt
None/Mugano/Harry Koutsolioutsos	Audit Team
Vidhya Ganesh	UNICEF
Fred Soltau	UN DESA
Alex Warren-Rodriguez / Richard Bailey	DOCO
Thomas Alfstad	UN DESA
Seomy Martha Kang	Republic of Korea

Sebastian Paust	Head of the UN Division, Germany

Annex 3. Terms of Reference for MTE

(attached separately)

Annex 7: Terms of Reference for the MTE

Provided separately