**Independent review of the**

**Sida-UNDP Programme on Environment and Climate Change**

**Final Report**

**Lilit V. Melikyan**

**April 9, 2024**

**Acknowledgements**

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| **PROJECT INFORMATION** | | |
| **Project/outcome title** | **Sida-UNDP Programme on Environment and Climate Change** | |
| **Atlas ID**  **Quantum IDs** | 00124739  00119459, 00120002, 00120004, 00120005, 00120300 | |
| **Corporate outcome and output** | UNDP Strategic Plan Outcomes:  Outcome 1. Advance poverty eradication in all its forms and dimensions; Outcome 2. Accelerate structural transformations for sustainable development  UNDP Strategic Plan Outputs:  Output: 1.1.1 Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int’l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions  Output: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains  Output: 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy  Output: 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth  Output: 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources4, in line with international conventions and national legislation  Output: 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation | |
| **Country** | Global. Pilot countries: Bangladesh, Cambodia, Colombia, Ethiopia, Fiji, Haiti, Myanmar, Nepal, and Uganda | |
| **Region** | n/a | |
| **Date project document signed** | 28 September 2020 | |
| **Project dates** | Start | Planned end |
| September 2020 | December 2023 |
| **Project budget** | Original: USS 40,100,000; Revised: US$48,800,000 | |
| **Project expenditure at the time of evaluation** | US$34,155,628 | |
| **Funding source** | Sida, the Government of Sweden | |
| **Implementing party[[1]](#footnote-2)** | UNDP, BPPS | |

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| --- | --- | --- |
| **Evaluation Information** | | |
| **Evaluation type (project/outcome/thematic/country programme, etc.)** | Project |  |
| **Final/midterm review. other** | Final |  |
| **Period under evaluation** | **Start**: September 2020 | **End:** 31 December 2023 |
| **Evaluators** | Lilit Melikyan |  |
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# ABBREVIATIONS

|  |  |
| --- | --- |
| AMP | Africa Minigrids Program |
| BPPS | Bureau for Policy and Programme Support |
| BIOFIN | Biodiversity Finance Initiative |
| CB | Capacity Building |
| CO | Country Office (UNDP) |
| CSO | Civil Society Organization |
| COP | Conference of Parties |
| CBD | Convention on Biological Diversity |
| CDA | Conflict and Development Analysis |
| DPPA | Department of Political and Peacebuilding Affairs |
| DREI | De-risking Renewable Energy Investment |
| ELS | Essential Life Supported Area |
| FAO | Food and Agriculture Organisation |
| FACS | Food and Agricultural Commodity Systems |
| GBF | Global Biodiversity Framework |
| GCF | Green Climate Fund |
| GRM | Grievance Redress Mechanism |
| GoAL-WaterS | Governance, Accountability and Learning for Water Sustainability |
| GEF | Global Environmental Facility |
| IFAD | International Fund for Agricultural Development |
| IEO | Independent Evaluation Office (UNDP) |
| IRRF | Integrated Results and Resources Framework |
| GPN | Global Policy Network |
| GCF | Green Climate Fund |
| KM | knowledge management |
| LDS | Least Developed Country |
| LOE | Level of Effort |
| MTR | mid- term review |
| MEA | Multilateral Environmental Agreement |
| M&E | Monitoring and Evaluation |
| NCEW | Nature, Climate, Energy and Waste |
| NGO | Non-governmental organization |
| NbS | nature-based solutions |
| NAP | National Adaptation Plan |
| NDC | Nationally Determined Contributions |
| OIC | Ocean Innovation Challenge |
| PAGE | Partnership for Action on Green Economy |
| ProDoc | Project Document |
| PES | Payment for Ecosystem Services |
| RTL | Regional Team Leaders |
| RF | Results Framework |
| RBM | Results Based Management |
| RBA | Regional Bureau for Africa (UNDP) |
| RBAP | Regional Bureau for Asia and Pacific (UNDP) |
| RBLAC | Regional Bureau for Latin American Countries (UNDP) |
| REDD | Reducing emissions from deforestation and forest degradation |
| SES | social and environmental standards |
| SE4ALL | Sustainable Energy for All |
| Sida | Swedish International Development Cooperation |
| SIDS | Small islands Development States |
| SDG | Sustainable Development Goal |
| SCALA | Scaling up Climate Ambition on Land Use and Agriculture |
| SP | Strategic Plan (UNDP) |
| TP | Thematic Programme |
| TOC | Theory of Change |
| TE | Terminal Evaluation |
| TNDF | Task Force on Nature-related Financial Disclosure |
| TOR | Terms of Reference |
| UNDP | United National Development Programme |
| UNCT | United Nations Country teams |
| UNDCO | United Nations Development Coordination Office |
| UNEP | United Nations Environmental Programme |
| UNICEF | United Nations Children’s Fund |
| UNCT | United Nations Country team |
| UNFPA | United Nations Population Fund |
| UNCDF | United Nations Capital Development Fund |
| UNESCO | United Nations Educational, Scientific and Cultural Organization. |
| WFP | World Food Programme |

# Executive summary

[1]. United Nations Development Program (UNDP) is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP invests in its Global Policy Network (GPN) in support of the signature solutions and organizational capabilities envisioned in UNDP’s Strategic Plans 2018-2021 and 2022-2025. Within the GPN, the Bureau for Policy and Programme Support (BPPS) has the responsibility for developing all policy and guidance to support the results of UNDP’s Strategic Plan and for technical advice to UNDP Country Offices (CO). BPPS’ Nature, Climate, Energy and Waste (NCEW) portfolio engages with governments, civil society, and private sector partners to, *inter alia*, integrate natural capital, environment and climate concerns into national and sector planning and inclusive growth policies. The NCEW portfolio, among others is striving to strengthen the internal capacities to catalyze, accelerate, and scale innovative solutions and integrated programming that help countries advance an inclusive green recovery and transforms their sustainable development trajectory. This includes, above all, activities undertaken through the Sida-UNDP Environment and Climate Change Programme, financed by the Government of Sweden with the original timeframe of 2020-2023. In the summer of 2023 UNDP commissioned an independent terminal evaluation (TE) of the Sida-UNDP Environment and Climate Change Programme (Sida Programme). Since then a cost- extension for 1 year was requested and approved. Therefore, this independent review focuses on the evaluation of the Programme implementation during the original lifetime of 4 years but will also provide recommendations in view of the anticipated cost-extension and consultations on the 2nd Phase.

[2]. The key development challenge to which the Sida Programme responded was the need for strengthened internal capacities to achieve UNDP’s overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan (SP). UNDP thematic offers and strategic initiatives[[2]](#footnote-3) are key part of delivering this. In addition, stronger capacities for knowledge capture, analysis and sharing of data and lessons learned were planned to help inform, scale up, and replicate country solutions supported by UNDP.

Programme Outputs are presented in the table below

| **Thematic Programme (TP) Outputs** | **Internal Capacity Building (CB) Outputs** | **Cross-Cutting** |
| --- | --- | --- |
| * **Output TP1: Biodiversity**. Global actions mobilized for increased biodiversity mainstreaming and financing. * **Output TP2: Oceans/Water**. Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally; * **Output TP3: Integrated Climate Change Work**. Integrated support enhanced to deliver on climate action and sustainable development outcomes; * **Output TP4: Energy.** Barriers to renewable energy access removed to increase investment and access to sustainable energy for all; * **Output TP5: Food Systems**. Catalyses integrated solutions to address food system sustainability and resilience; * **Output TP6: Stockholm+50 Preparations.** Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference – included in 2022; * **Output TP7: Cross-Cutting Pilot Country.** Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas; * **Output TP8 on Climate and Security**. Enhanced integrated support and policy advise on building resilience to climate-related security risks (to reinforce the planned cross-cutting work on conflict and security from the original Programme Document) – included in 2023; and * **Output TP9 on Chemicals, Waste and** **Plastics**. Promotion of the integrated management of chemicals, waste and plastics towards zero waste vision and circular economy, supporting the global efforts to end plastic pollution – included in 2023. | * **Output CB1:** Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity; * **Output CB2:** Enhanced management and coordination across thematic programme areas at all levels; * **Output CB3:** Strategic partnership building is enhanced; * **Output CB4:** Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles; and * **Output CB5:** Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place. | ***Gender Equality and Women’s Empowerment****-* built on UNDP’s Gender Equality Strategy and its various institutional mechanisms and tools  ***Conflict Sensitivity***. Integrated solutions with UNDP’s linked portfolios on governance, Disaster risk reduction (DRR) and crisis in coordination with the new Crisis Bureau. Also drawing on such mechanisms as the comprehensive UN Conflict and Development Analysis (CDA) tool  ***Finance.*** Integrated approach to financing from *governments’ budgets and private sector,* towards these same policy objectives across all programme areas,  ***Communication and*** ***Knowledge management. O***ptions and good practices for working in better silo-breaking ways at all levels.  ***South-South and Triangular Cooperation.*** facilitating shared learning across the pilot countries and other countries receiving broader NCE team support.  ***Digitalization.*** Support, inter alia, for the implementation of NCEW relation actions from UNDP Digital Strategy |

[3] The Programme worked at the global, regional and UNDP Country Office (CO) levels. The latter included supporting 8 pilot countries (Bangladesh, Cambodia, Colombia, Haiti, Nepal, Uganda, Ethiopia, Myanmar) as well as 2 multi country offices- in Fiji and Barbados.

**evaluation approach amd methodology, and the audience of the evaluation**

[4] The review is aimed at promoting accountability and transparency in relation to the implementation of the Sida Programme, as it (a) assesses the achievement of the results against the expectations set out in the Programme’s Results Framework and (b) draws lessons to improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming, including through a potential Phase 2 of the Programme. The review assesses the results according to the criteria outlined in the UNDP Evaluation Guidelines, within the scope agreed during the Inception phase (when it was agreed that the review would, in particular not cover the Efficiency criterion). The key limitation is that the vast majority of the interviews were with UNDP staff (plus several partner UN agencies): as for the country governments, only representatives of the Government of Bangladesh were interviewed. This was conditioned by the nature of the project with its focus on internal capacity building, as well as by the not yet mature stage of the implementation of the pilot country projects in most of these coupled by the no significant involvement of the government representatives there.

**Findings**

***Relevance***

[5]. The Programme was relevant as it aimed to demonstrate how the Signature solutions from the UNDP Strategic Plans 2018-2021 and 2021-2023 could be delivered with integrated programming, the role of which was highlighted in these Strategic Plans but without spelling out the ways to approach. The programme’s design as a global programme was relevant as it allowed for (a) design of integrated service offers aimed at achieving results at scale both for internal capacity building and external integrated programming - across UNDP programming countries and portfolios beyond pilot country projects, additionally facilitated by institutional learning through dissemination of lessons, (b) aligning individual country portfolios with global policy and development challenges and opportunities; (c) improving the quality of country integrated programming as a result of internal capacity building addressing CO capacities on gender mainstreaming, risk management, data and knowledge management, facilitated by the UNDP regional Offices, and (d) catalyzing global/international policy and financing instruments that influence regulatory frameworks, investment flows and behaviour of national public and private sector actors, e.g. in the case of Task Force on Nature-related Financial Disclosure (TNDF), UNDP Climate Promise (that works on increased ambition of Nationally Determined Contributions (NDCs) and on operationalization of Article 6 of the Paris Agreement) among others.

[6] The process of designing of the program could have been more consultative, including with the closer engagement of and resource allocation to the regional offices. The design of the program features many outputs, but on the other hand the NCEW area does cover many topics. The Pilot country work could have been more structured, with much greater inputs by the global teams into the pilot country projects design and the responsibilities of both the UNDP Country Offices (COs) and the global teams (in terms of oversight) spelled out.

***Coherence:***

[7] The Programme was complementary to the work of many other UN agencies, including the United Nations Environmental Programme (UNEP) and the Food and Agriculture Organization (FAO) in particular, as these to work towards integrated solutions, both among UN agencies and more broadly.

***Effectiveness***.

[8]. The Program is on track of meeting almost all the targets.

[9] With its highly valued flexible approach the Sida programme contributed greatly to the successful delivery of integrated programming under NCEW, facilitating the enhanced role of UNDP as a global thought- leader in many external programming areas and leveraging significant resources. Sida support has strengthened the design and roll-out of UNDP thematic offers through a greater focus on integrated policy and programming, including the Nature Pledge, Climate Promise, FACS Strategy, Zero Waste Offer, Plastics Offer, Environmental Governance Offer, and Water and Ocean Offers, among others. Some of the most innovative initiatives include: Task Force on Nature-related Financial Disclosure (TNDF); expanded support for Nationally Determined Contributions (NDC), aligned National Adaptation Plans (NAPs) and expanded support under Climate Promise; strengthening of national frameworks for water and coastal resources management; design of the Africa Minigrids Program and the expansion of the use of De-risking Renewable Energy Investment (DREI) assessments (which together contribute to UNDP Energy Signature Solutions); creating UNDP’s Food and Agricultural Commodity Systems (FACS) practice and support for country level Foods Systems development; etc. Through these Offers, UNDP has delivered better integrated advisory services and issue-based solutions on cross-cutting themes such as a just circular and green economy transition, resilient and sustainable health systems, finance, gender equality and social and environmental safeguards.

[10] Sida support has advanced resource mobilization for these UNDP Offers and catalysed global, regional, and country initiatives that are shifting incentives and investment flows though smarter partnerships. With these offers and through the corporate coordinated partner engagement strategies the Programme helped to mobilize an estimated $385.1 million new resources for country programming (approx. 1:8 resource mobilization ratio) facilitating achievement of results through integrated programming at the country level. For example, the Global Coral Reef Fund, supported by the Sida programme (catalysed the mobilization of $ 235 million for the Global Fund for Coral Reefs from multiple donors- a big success story, the conceptualization and establishment of which was supported by Sida) will benefit 16 countries in Africa, the Asia-Pacific, Latin America and the Caribbean; the Africa Minigrid Programme designed through the Sida Programme will deliver $45 million to 21, for now, Least Developed countries (LDCs) in Africa, etc. Many of the global offers supported by Sida program are already delivering or expected to important results at the country level, e.g. Africa Minigrids program is expected to directly avoid 380,000 tons of carbon dioxide equivalent (tCo2eq) and reach 430,000 direct beneficiaries

[11] The corporate plan on improving SES implementation was developed before Sida funding, but it was Sida funding that helped to catalyze the implementation that followed. The Programme supported the update of UNDP Gender Equality Strategy 2022-2025 with new entry points for delivering gender equality and women’s empowerment in UNDP Signature Solutions on climate, environment, and energy.

[12] The Sida Programme directly contributed to strengthened coordination, management, and restructuring of UNDP NCE operations, including the establishment of the Nature Hub, Climate Hub, Chemicals and Waste Hub, Sustainable Energy Hub, and Vertical Fund Hub, as well as regional structures and SOPs for integrated programming facilitated by Regional Team Leaders.

[13] Related to country -level support.

* [13a] In terms of the *thematic work (external programming*) *the Sida Programme supported the CO level via 2 avenues* (a) where the COs were part of the global/regional initiatives/offers, and (b) the pilot countries. In the first case there was a systematized support to the COs along the logic and funding modalities of these offers/initiatives. In the case of the pilot country the approach taken by the countries would have benefited from more sustained guidance from the HQ on integrated programming. Two pilot countries UNDP CO Bangladesh and Cambodia- followed an issue -based approach, similar in spirit to the portfolio approach (a form of integrated approach, for which the corporate guidelines were developed later, starting 2022 by the Innovation Facility). UNDP CO Ethiopia focused on gender mainstreaming, benefitting from the module developed by the Sida Programme and was later selected to be one of the pilot countries under the formal “portfolio approach” on gender equality. In the case of the other pilot COs the “integrated” notion was somewhat lacking. Overall, the pilot COs’ programming could have benefited from more structured guidance, with the responsibilities of both the COs and the global teams (in terms of oversight) spelled out. One of the objective reasons behind the lack of this sustained, formal guidance is that the thematic integrated offers were being developed, while the COs were already in parallel implementing existing portfolios of projects. Other factors were also involved including: varying degrees of engagement of CO senior management, staff turn-over, and the difficulty in behavior change, along with issues in the political climate in which some pilot COs operate, that include the political turmoil in Myanmar (where all activities were carried virtually) and the late start of work plan implementation in Nepal.
* [13b] As for the *capacity building in gender mainstreaming and SES, and to some extent KM****,*** and digitalization, the pilot countries registered significant achievements**.**  Many COs achieved gender SEALS with the support of the programme. As for the SES, the COs adopted comprehensive SES action plans for the Country Programme, with indicators and were registering significant progress in achieving the targets. Similarly, several COs improved their KM processes. For these, results related to internal capacity building, the HQ and regional level UNDP offices worked hand-in-hand (this was not the case of external programming). As a result, the collective learning and adaptive management gained from pilot CO workstreams has directly contributed to a scaling up and acceleration of integrated SES and gender programming in multiple COs within and across regions beyond the original pilot COs.

[14] Since 2022 UNDP Innovation Facility has been working on the “portfolio approaches” and at the time of writing this report, formal guidelines were put for it: these can be used in the case when integrated programming at the country office level takes a form of issue-based integration.

[15]. Overall, the support that went to the regional offices was limited primarily to supporting the salaries of 3 Regional Team Leaders. Given that the regional offices are one of the main the go-to resource centers where COs go for policy advice and programming support, there could have been a more substantial involvement with them for external programming, as was the case with SES and gender mainstreaming. The innovative inter-regional learning exchanges which engaged and drew on the needs and knowledge of regional offices did provide a platform for inclusive peer-to-peer learning around internal and external integrated programming, while also informing regional and global Offers and Strategies.

[16] From the cross-cutting themes, there has been significant progress along gender mainstreaming and to some extent KM and Communication. UNDP supported several NCEW-linked initiatives to implement UNDP’s Digital Strategy. UNDP helped integrate digitalization issues into Stockholm +50 and a Digital for Planet Offer was developed to promote digitalization to accelerate impact across environment and climate change. Priorities for scaling digital transformation were identified. There are thematic offers that include strong elements of innovative *finance*, but overall, this was less than expected. More could have been done in terms of nexus of climate and security and south- south cooperation

[17]. The program has formed many successful partnerships. UN system-wide and bilateral UN collaboration was strengthened including through the UN-wide response to COVID-19, UN Environment Management Group, and joint workplans with UNEP and the Food and Agriculture Organization (FAO). Bilateral cooperation has also been strengthened with other sister agencies, Innovative partnerships with non-UN actors have also been leveraged, e.g. through the Task Force on Nature-related Financial Disclosure (TNDF) and Stockholm+50 national consultations.

***Potential for Sustainability***

[18]. NCEW Service Offers and The UNDP corporate tools, such as modules for internal capacity building, supported by the Sida Programme provide an opportunity for securing continuity and sustainability of internal capacity building, and engagement strategies on NCEW at country level.

[19]. The focus on internal capacity building and the substantial leveraged funds (including market-led) point to the positive perceptions by third parties about the likelihood of sustainability of the initiatives that were started or expanded with Sida support with integrated approaches. In term of staffing, however, although some positions originally funded by Sida have been internalized by UNDP, 3 out of 5 Regional Team Leader positions and several other key posts still fully or partially funded by Sida pointing to the risks to sustainability in this regard. There is a need to ensure the sustainability of current and future results through efforts to institutionalize and scale up successful examples promoted by the Programme. The COs need additional support in strengthening integrated programming and linked portfolio approaches.

***Potential for Impact***

[20]. The pilot CO programs are not yet at the stage that they could demonstrate impact on ultimate beneficiaries. The impact at the level of final beneficiaries from global and regional initiative, especially the ones that existed for some time, is there based on anecdotal evidence stemming from the interviews for this review, but needs to be collected and demonstrated

[21’]. The programme has played important catalytic role in many instances.

**RECOMMENDATIONS**

**For the 1 year cost -extension**

1. It would be useful to prepare an explanatory note, which would clarify what is the differences and synergies between the integrated approaches promoted under the Sida Programme and the Portfolio Approach being promoted by the Innovation Facility.
2. Case studies with success stories and more comprehensive lessons learnt can be prepared as part of the annual report and shared during the year. These stories can be used to track and highlight the integrated impact of Sida programming including contributions to poverty eradication and other Sida-UNDP goals, as well as the approaches taken by Bangladesh and Cambodia, which used corporate guidelines for portfolio approach.
3. A balance will need to be found between winding down and successfully completing all results from Phase 1 while also piloting and/or facilitating further learning from ongoing implementation of activities to inform the potential Phase 2 proposal.

**Recommendations for Potential Phase 2**

**Corrective Recommendations**

1. Continue the programme as a global one, if the resources are available, but with a closer engagement of the regional teams in external (thematic) programming.
2. The number and criteria for selecting pilot UNDP COs, their thematic prioritization, and the way COs are supported financially and technically throughout a Phase 2 need to better reflect the following principles and considerations:
   1. stronger ownership by the COs including senior management throughout engagement;
   2. greater focus on internal behavioral change and capacity building,
   3. use of portfolio approaches (based on corporate guidance issues) for issue-based integration; and
   4. clearer oversight arrangements by the global and/or regional teams ensuring the fullest degree possible of integrated programming in CO workplans;
3. Explore options for better prioritized allocations of budgets to workplans led by Regional Team Leaders with opportunities for co-funding of regional initiatives aligned with: corporate processes promoting portfolio approaches and thematic integration (e.g., GPN Integrated Task Teams); and emerging CO priorities not limited to the pilot COs;
4. Maintain the much-needed flexibility, responsiveness, and adaptability of work planning at all levels, combined with prioritized guidance on activities and outputs in line with agreed Phase 2 results frameworks through a blended approach that ensures specific outcomes while also maintaining space for adaptive management and opportunistic approaches;
5. Improve M&E with case studies, and independent reviews of portfolios/thematic areas/pilot CO programmes. As noted above for the cost extension, success stories and more comprehensive lessons learnt can be prepared as part of annual reports and shared throughout the year that highlight the integrated impact of Sida programming including contributions to poverty eradication and other Sida-UNDP goals.
6. Building on initial work through 2023, expand a more dedicated approach for peer-to-peer learning within and across the COs and Regional Hubs including greater SS cooperation.
7. Engage the key counterparts from the governments and local communities in training/capacity building and design of the interventions by the COs

**Internal Capacity Building**

1. Maintain the focus on internal capacity building for integrated, adaptive management and coordination, partnerships, social and environmental standards, gender mainstreaming, knowledge management and communication, but with consideration for:
2. greater involvement of the respective governments and communities in these training activities as relevant and as part of closely linked external programming;
3. a greater focus on integrated programming/ portfolio approaches with demonstration of result chains more clearly contributing to multidimensional poverty reduction and the adoption of whole-of-government and whole-of-society sustainable development pathways through just green transitions; and
4. a greater focus on internal capacity for cross-cutting themes on knowledge management, South-South cooperation, and digitalization.
5. **Social and environmental standards (SES):**

Consider options to scale up and deepen successful results achieved in Phase 1 including:

a)strengthening capacities for both oversight and implementation across CO Programs;

b) update the guidance on CO SES action plans and establish incentives similar to the Gender SEAL; and

c) strengthen coordination and capacities of the SES Oversight Hub.

1. **Gender equality and women’s empowerment**

Consider options to support new gender mainstreaming priorities, including by strengthening linked internal capacities and external programming on:

a) transformative impacts that address systemic gender inequalities linked to environmental degradation, such as women’s land rights and tenure.; and

b) Global Biodiversity Framework gender targets and policy coherence and linked gender entry points across, e.g. NDCs, NBSAPS, LDN targets.

**External Thematic Policy and Programming**

1. **Greater integrated planning and programming between individual thematic areas**. The Biodiversity, Climate, Food Systems nexus is a good example where there is an urgent need to better connect agendas, and a great opportunity for UNDP to work on these interlinked agendas in a more systemic way.
2. **Expansion as overall resource envelopes allow for**
3. Chemicals, Plastics and Waste thematic area by: promoting integrated management of chemicals, waste and plastics towards zero waste vision; and advancing circular economy in support of global efforts to end plastic pollution and linked nature and climate goals and workstreams;
4. Climate and security thematic area targeting integrated policy and programming to mitigate climate-related security risks, as well as linked nature-security risks.

**The following is recommended under individual thematic areas.**

1. **Biodiversity:**

Maintain overall strong focus of Phase 2 on biodiversity including expanded support for:

1. ongoing roll-out of integrated programming for the Nature Pledge’s three shifts;
2. special consideration given to advancing work on the value shift including through regional nature advisors and linked comms and advocacy work;
3. special consideration given to options for repurposing harmful agriculture subsidies, linked forest work, and broader innovative financing work;
4. special consideration for deepening work on environmental governance with links to environmental justice and the right to a healthy environment;
5. greater integration within and across workstream supporting the Rio Conventions and their COPs including greater focus on sustainable land management;
6. **Water and Ocean Governance Support**:
7. strengthen support to governments and all stakeholders for integrated policy and programming on freshwater, oceans, and source-to-sea governance;
8. continue the Ocean Innovation Challenge to foster transformational innovations across technical, private sector, and public sector policy and regulations;
9. launch and operationalize Water for Nature and Development Service Offer including Water Solutions Digital Catalogue, AquaFin, a freshwater Aqua Innovation Challenge, modeled on the Ocean Innovation Challenge;
10. advance digitalization of the water and ocean data and information management; and
11. operationalize theWater Action Agenda, Ocean Action Agenda, and High Seas Treaty.
12. **Climate:**
13. accelerate implementation of Climate Promise 2.0 in line with the Paris Agreement through whole-of-government and whole-of-society higher ambition NDCs and LTS;
14. advance low-emission circular economy approaches and carbon markets; and
15. promote climate adaptation through NAPS, leveraging and scaling climate adaptation finance, and enhanced thematic integration across climate-energy-health-food-water nexus.
16. **Energy:**
17. advance UNDP Moonshot for increasing energy access including Africa Minigrids Programme and supporting transition pathways for renewable energy; and
18. ensuring the phase-out of fossil fuels and promoting approaches for responsible mining of critical minerals;

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1. **Food and Agricultural Commodities:**
2. further implement FACS Strategy through stakeholder dialogues in line with Food Summit goals;
3. support better integration of food systems transformation agenda into NDCs and NBSAPs; and
4. advance integrated programming that leverages synergies with UNDP forests and land management portfolios, including subsidy repurposing;
5. **Digitalization**
6. mainstream digitalization within and across the environment and energy portfolio including at the level of regional technical advisors;
7. strengthen public open data infrastructure including sectoral applications for clean energy, agriculture and food system, and landscape management; and
8. support national digital readiness assessments and applied use of big data.

**Lessons Learnt**

* Strategic engagement in global fora, have allowed UNDP to generate and curate a strong agenda for programming under NCEW. These engagements have catalyzed collaboration with UN agencies and public, private, and civil society partners, and allowed for more rapid implementation of the commitments under NCEW.
* The collaborative process employed in the Programme, is highly valued, and critical for programming. This approach strengthened the strategic influence of the Programme, where applicable and fostered an environment conducive to innovation, learning and adaptive management.
* The flexibility of the Sida programme has been crucial in allowing UNDP to be innovative, to engage in programming without the constraints of the usually earmarked funds and as a result deliver impressive results and thought-leadership positions at the global level.
* There could have been a greater involvement of the regional offices in external programming, as it was for gender mainstreaming and SES. It is at the regional level that the requests for assistance from the COs are received, including for guidance on integrated programming.
* In hindsight there could have been more clarity as to what the oversight of the pilot COs by the regional and global teams should entail, and what should the COs commit to, especially for integrated external programming.
* It is important to engage the partners – the governments, private sector, civil society, and communities – in training on integrated programming and design of integrated programmes to ensure that the capacities built at UNDP eventually translate into impact on the ground.
* When contemplating capacity building that entails a change in the business-as usual, more guidance is needed at the CO level with better spelled out approaches and/or clear learning agenda.

# Introduction

1. United Nations Development Program (UNDP) is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP invests in its Global Policy Network (GPN) in support of the signature solutions and organizational capabilities envisioned in UNDP’s Strategic Plans 2018-2021 and 2022-2025. Within the GPN, the Bureau for Policy and Programme Support (BPPS) has the responsibility for, *inter alia*, developing policy and guidance to support the implement the UNDP’s Strategic Plan and for technical advice to UNDP Country Offices (CO), and engaging in UN inter-agency coordination in specific thematic areas. BPPS’ Nature, Climate, Energy and Waste (NCEW) portfolio engages with governments, civil society, and private sector partners to integrate natural capital, environment and climate concerns into national and sector planning and inclusive growth policies; support country obligations under Multilateral Environmental Agreements (MEA); and implement the UN’s largest portfolio of in-country programming in these thematic areas. This multi-billion-dollar portfolio encompasses: Biodiversity and Ecosystem Services, including forests; Sustainable Land Management and Desertification, including food and commodity systems; Water and Ocean Governance, including Small Island Developing States (SIDS); Climate Change Mitigation and Adaptation; Sustainable Energy; Extractive Industries; Chemicals and Waste Management; and Environmental Governance and Green/Circular Economy approaches. It also includes crosscutting themes on finance, digital transformation, human rights, gender equality and women’s empowerment, health, South-South learning, etc.
2. Under the NCEW portfolio, UNDP strives, *inter alia,* to strengthen internal capacities to catalyze, accelerate, and scale innovative solutions and integrated programming that help countries advance an inclusive green recovery and transform their sustainable development trajectory. This includes, above all, activities undertaken through the Sida-UNDP Environment and Climate Change Programme (Sida Programme, hereafter), financed by the Government of Sweden with the original timeframe of 2020-2023.
3. In the summer of 2023 UNDP commissioned an independent terminal evaluation (TE) of the Sida-UNDP Environment and Climate Change Programme (Sida Programme hereafter). However, since then a cost- extension for 1 year was requested and approved. Therefore, this independent review is akin to a mid- term review (MTR)

# Description of the Programe

1. The key development challenge to which the Sida Programme responded was the need for strengthened internal capacities to achieve UNDP’s overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan (SP). UNDP 2018-2021 SP states that (p.11): “*There are as yet no comprehensive, widely applicable systems or methodologies for integrated approaches to interconnected development challenges. Helping countries to build such capacities is therefore one of the key objectives of the UNDP Strategic Plan in the coming years. Developing such integrated approaches will require the combined capacities of the UNDP and other partners, working together to innovate solutions across a range of development contexts*”. The Sida Programme strived to strengthen coordination and synergies across complementary thematic areas and a closely linked set of cross-cutting themes including gender equality and women’s empowerment, conflict sensitivity, finance, digitalization and knowledge management (KM) and communication.
2. UNDP signed a strategic collaboration Framework Agreement with Sida on December 11, 2019 (for 380,000,000 SEK), which supported integrated programming and strengthening of organizational capacities to help UNDP deliver better results in line with its Signature Solutions (see ***Box 1***) and the prioritized thematic areas and cross-cutting themes in an integrated manner, leveraging existing silo-breaking expertise within and across its thematic teams at global, regional and (pilot) country office level. UNDP thematic offers and strategic initiatives[[3]](#footnote-4) are key part of delivering this. In addition, stronger capacities for knowledge capture, analysis and sharing of data and lessons learned were planned to help inform, scale up, and replicate country solutions supported by UNDP.

Box 1: UNDP Signature Solutions

Signature Solutions are ***integrated responses*** to development against which we align our resources and expertise, to make real impact.

* Keeping people out of POVERTY
* GOVERNANCE for peaceful, just, and inclusive societies
* Crisis prevention and increased RESILIENCE
* ENVIRONMENT: nature-based solutions for development
* Clean, affordable ENERGY
* Women's empowerment and GENDER equality

Each Solution includes a mix of policy advice, technical assistance, finance, and programmes. Each solution has the potential to unlock the path to sustainable development. But no one solution will succeed on its own. We need all of them to achieve the SDGs.

1. In 2022, a new complementary Output was added to the Sida Programme aimed at supporting national consultations for the global Stockholm+50 meeting in line with the terms and conditions of a separate Grant Agreement between the Government of Sweden and UNDP. In 2023 two new complementary Outputs were added on Climate and Security and on Plastics and Waste.
2. The Programme is built around the **key thematic areas** related to external programming presented in *Table 1*. The programme is also built around the following **Capacity-building areas:**
3. Integrated policy/programme design in line with UNDP social and environmental standards;
4. cross-cutting expertise for technical assistance, direct project support and service delivery;
5. management and coordination within and across thematic programme areas at all levels;
6. partnership building including through United Nations’ County teams (UNCTs) and other multi-stakeholder mechanisms; and
7. knowledge management, monitoring and evaluation and continuous learning.
8. In line with the above, Sida Programme supported the delivery of the following Outputs (*Table 1* describes the expectations under each output):
9. **Thematic Programme (TP) Outputs:**

* **Output TP1: Biodiversity**. Global actions mobilized for increased biodiversity mainstreaming and financing. Expected to:
* **Output TP2: Oceans/Water**. Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally;
* **Output TP3: Integrated Climate Change Work**. Integrated support enhanced to deliver on climate action and sustainable development outcomes;
* **Output TP4: Energy.** Barriers to renewable energy access removed to increase investment and access to sustainable energy for all;
* **Output TP5: Food Systems**. Catalyses integrated solutions to address food system sustainability and resilience;
* **Output TP7: Stockholm+50 Preparations.** Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference;
* **Output TP6: Cross-Cutting Pilot Country.** Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas;
* **Output TP8 on Climate and Security**. Enhanced integrated support and policy advise on building resilience to climate-related security risks (to reinforce the planned cross-cutting work on conflict and security from the original Programme Document); and
* **Output TP9 on Chemicals, Waste and** **Plastics**. Promotion of the integrated management of chemicals, waste and plastics towards zero waste vision and circular economy, supporting the global efforts to end plastic pollution.

**II. Internal Capacity Building (CB) Outputs**

* **Output CB1:** Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity;
* **Output CB2:** Enhanced management and coordination across thematic programme areas at all levels;
* **Output CB3:** Strategic partnership building is enhanced;
* **Output CB4:** Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles; and
* **Output CB5:** Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place.

1. The following were identified as Cross-Cutting Areas:
2. ***Gender Equality and Women’s Empowerment****-* built on UNDP’s Gender Equality Strategy and its various institutional mechanisms and tools designed to ensure that gender concerns are integrated across all of UNDP’s environment, climate, and broader Sustainable Development portfolios. UNDP’s Social and Environmental Standards (SES) also underpin UNDP’s commitment to mainstream gender, linked social issues and environmental sustainability in all projects.
3. ***Conflict Sensitivity***. Drawing on and strengthening UNDP’s broader systems used to assess conflict sensitivity and integrate findings from these assessments into relevant programmes and responses, including UNDP’s linked portfolios on governance, DRR, and crisis in coordination with the new Crisis Bureau. This work will also draw on such mechanisms as the comprehensive UN Conflict and Development Analysis (CDA) tool developed and endorsed by the UN Sustainable Development Group with support from UNDP. UNDP is also part of the inter-agency Climate Security Mechanism with Department of Political and Peacebuilding Affairs (DPPA) and United National Development Programme (UNEP) established in October 2018 with support from Sweden.
4. ***Finance.*** Integrated approach to financing across the three programme areas helping to ensure *that government budget reflects support for biodiversity, ecosystems, natural capital, sustainable ocean governance and climate action as priorities*, but with more innovative finance approaches adopted to mobilize private capital towards these same policy objectives across all three programme areas, including through linkages to UNDP’s Private Sector Centre and the Sustainable Development Goals (SDG) Finance Hub, through support for particular tax or debt instruments such as green or blue bonds, de-risking of investment into sectors that can crowd in private capital, e.g. to renewable energy or environmental tourism, or approaches to resilience-based insurance as highlighted in the above sections.
5. ***Communication and*** ***Knowledge management.*** Through the Knowledge Management function and regular on-demand and ad hoc reporting, lessons and recommendations generated through the Programme on options and good practices for working in better silo-breaking ways at all levels. To include creation of a new data management portal and engage a network of new and existing staff at all levels with shared accountability and responsibilities for informing and drawing on the knowledge management system
6. ***South-South and Triangular Cooperation.*** facilitating shared learning across the pilot countries and other countries receiving broader NCE team support.
7. As the Programme implementation evolved new cross-cutting areas have been identified and promoted across NCEW programming. These include in particular, ***Digitalization.***
8. The Programme has been operating at the global, regional, and country levels.

* ***At the global level,*** *the programme has supported the development of integrated thematic offers and programs and joint initiatives with partner agencies; this was also the level that was charged with delivering technical guidance for the (pilot) Country Offices.*
* ***At the regional level*** the programme supported Regional Team Leads (funding the salaries of the 3 out of 5 of them) with the expectation to promote integrated programming at the regional level and the advisory support from there to the COs related to integrated programming.
* **At the country level,** the program followed two routes: (a) working with the COs that were pilots as part of specific innovative thematic programs and (b) the 9 pilot countries under the Sida Programme. The following 9 were selected as pilot countries: Bangladesh, Nepal, Ethiopia, Uganda, Cambodia, Myanmar, Colombia and Haiti. In addition to the pilot countries, the Sida Programme supported also the Fiji Multi-Country Office with coordination and internal capacity building as part of UNDP’s SIDS work. This support was directed by two new Sida-funded positions (at P3 level) – a Blue Economy Specialist based in Fiji and a Digital Transformation Specialist based in Barbados, who provided policy advisory and implementation support for UNDP’s SIDS Offer. The ***pilot country workplans were to achieve integrated work planning and integrated results across the NCEW portfolio***, further contributing to the Sida Programme’s objective to improve UNDP’s internal capacity for integrated policy and programmatic work. In the pilot countries, UNDP’s integrator function at the country and UNCT level were to be strengthened by working with relevant partners, in line with the broader objectives of the GPN and UNDP Strategic Plan.

**Table 1 Key thematic areas related to external programming and expectations from the Project Document**

| Programme Area | Components | Expected activities and expected results |
| --- | --- | --- |
| Programme Area A. Sustainable Management of Ecosystems, Biodiversity, and Natural Capital | Component 1: Unleashing synergies between biodiversity and climate resilient community development | * *support to ensure ambitious implementation of the CBD Post-2020 Global Biodiversity Framework.* * *support integration of national efforts for addressing biodiversity loss and improved ecosystem management, and promote nature-based solutions for achieving climate and Sustainable Development Goals.* * *support development of Essential Life Support Area (ELSA) maps using the UN Biodiversity Lab, providing critical information for spatial prioritization for climate, biodiversity and sustainable development planning and actions.* * *support integration of nature-based solutions in Nationally Determined Contributions (NDCs)*; * *support strengthening resilient wildlife-based economy in biodiversity rich landscapes and seascapes* * *a focus on rural livelihoods-wildlife nexus to unleash synergies between conservation and community development* * *increased integration between country actions for biodiversity conservation and climate change. It will also result in increased income and more diversified and resilient livelihoods including advancement of women’s status within communities in biodiversity rich landscapes. It will also result in greater management effectiveness. Core conservation areas with critical ecosystem services will be secured and connectivity enhanced. This work also strengthens UNDP’s capacity for knowledge management and increased uptake of solutions, as well as partnerships with CBD and GEF Secretariats, sister agencies, CSOs and foundations, including WCS, WWF, PANTEHRA, as well as the private sector* |
| Component 2: Drive Finance Away from Natural Capital Depletion and Increase Investment in Nature | * support establishment of the Task Force on Nature-Related Financial Disclosure (TNFD) which will be led by financial institutions. * explore and operationalize a range of innovative financing mechanisms needed for inclusive, nature-based solutions, directly complementing the work done within over 300 on-going ecosystems and biodiversity projects. These include subsidy reform COVID-linked debt relief with performance-based nature bonds, insurance bonds, direct investment, crowd sourcing, conservation funds, and special revenue- generating schemes such as conservation license plates. * This work will catalyze large scale financing for nature and also bring small-scale solutions to market and show through proof of concept how such deals can be struck, including solutions that are gender-responsive and involve women’s organizations. * support the financing aspects of the post-2020 global biodiversity framework, updating information and data on current biodiversity financing and financing gaps. This will build on the Biodiversity Finance (BIOFIN) Initiative in 30 countries * Key results from this collaboration will include the piloting and scaling up of various innovative financing mechanisms, including removal of financial disincentives, needed to strengthen community livelihoods and improve national and local conservation efforts. The collaboration will also lead to the establishment of a foundation for incentivizing biodiversity positive investment and robust financing elements in the post-2020 global biodiversity framework * As a result of the above intervention areas, biodiversity and ecosystem concerns and opportunities will be integrated across a range of sustainable development issues critical to achieving the SDGs |
| Programme Area B. Sustainable Water and Ocean Governance | Component 1: Strengthened Water Resources Governance | * strengthen enabling policy environments and institutional capacities for water resources use and protection by supporting integrated watershed and coastal management strategic planning methodologies * support countries in the prioritization, planning and implementation of governance frameworks for the sustainable use and protection of freshwater resources * water governance frameworks will be strengthened in ways that allow women and men to escape multidimensional poverty, including through better access to water resources for livelihoods and improved tools for enhancing use efficiency, recycling and reuse |
| Component 2: Ocean Innovation and Marine Resource Management | * continue to support the creation of an enabling policy environment for ocean restoration and protection through the application of proven ocean and coastal management strategic planning tools and methodologies including TDA/SAP. * promote bottom-up approaches to maintaining coastal ecosystem services, including planning tools such as Integrated Coastal Management (ICM), Marine Spatial Planning (MSP), and Source-to-Sea/Ridge-to-Reef (linking IWRM to ICM and MSP). * promote knowledge and experience-sharing to improve ocean ecosystem management and foster partnerships * enhanced support to WOGP policy dialogue, project development, mainstreaming and partnership; more effective WOGP support to UNDP regional teams, country offices, executing agency and other partners; ocean-related resource mobilization, programme and project identification and development; ocean-related learning, knowledge management and advocacy; enhanced integration of gender equity, conflict prevention, finance and poverty reduction into WOGP’s work; and effective delivery of the new UNDP Ocean Innovation Facility/Challenge. * facilitate stronger synergies within UNDP’s biodiversity and climate portfolios. For example, and as noted in more detail below, marine, freshwater and terrestrial activities supported by UNDP will be more fully integrated into NDCs and related climate change work through better coordinated UNDP policy support at the global, regional, and country level. |
| Programme Area C. Scaling up Climate Change Action for Sustainable Development | Component 1: Scaling up climate change action | * contribute to UNDP’s strategy to support countries to implement and enhance their NDCs by supporting more ambitious adaptation and mitigation action that advances the goals of the Paris Agreement, while promoting social inclusion and gender equality in line with the SDGs. * support countries to find innovative solutions to finance climate actions at scale. * address poverty and resilience in urban contexts * accelerate implementation of national energy-related targets, including for renewable energy, as well as energy efficiency. * embed DRR, and terrestrial and marine nature-based solutions more consistently within NDC mitigation and adaptation activities |
| Component 2: Shifting to Cleaner, Renewable and More Efficient Energy Sources | * focus on advancing implementation of energy-related NDC targets, with a focus on leveraging climate finance and private sector investment towards transformation of countries’ renewable energy markets and transition from fossil-fuels to clean energy. Interventions will be tailored to country context and NDC priorities. will include prioritized support for de-risking renewable energy investment. * Geo-spatial planning for electrification * expand its work on energy policy reforms and instruments related to fuel subsidies to help countries shift away from harmful subsidies, and transition to low-carbon economies |
| Programme Area D. Nexus Area: Sustainable Food Systems | Mobilizing Government, Businesses, Communities and Investors for Transforming Food Systems | * launch a Global Food and Commodity Systems Strategy which draws on UNDP’s value-added expertise from its climate adaptation, disaster risk reduction, water/fisheries and oceans, and ecosystems and biodiversity portfolios including the Green Commodities Programme (GCP), the Nature for Development Programme, and BIOFIN * By leveraging synergies, 1) transform landscape management linking local stakeholders to national governments and international support organizations, expertise, technology and finance; 2) transform food commodities supply chains through the convening of private and government stakeholders and support for turning commitments into actions; 3) leverage private and public sector investments in support of biodiversity-friendly farming practices; 4) upscale climate-resilient and ecosystem service nurturing farming practices and technologies and agrobiodiversity conservation; and 5) strengthen policy frameworks and institutional capacities that encourage innovation, promote inclusiveness, empower women and close gender gaps. |
| Programme Area E: Support National Consultations for the Stockholm +5o Conference | -a vehicle to deliver on a time-bound set of complementary initiatives designed to support national consultations for the Stockholm+50 Conference in line with the terms and conditions of a separate Grant Agreement between the Government of Sweden and UNDP | * national consultations for the global meeting “Stockholm+50: a healthy planet for the prosperity of all – our responsibility, our opportunity * Stockholm+50 follow-up activities - consultations, and communications and analytical products.   *Source: Programme documents* | |
| Programme Area F. Climate and Security\* | Component 1: Global Policy engagement and advocacy strengthened, and UNDP well positioned as a key actor in engaging on issues related to climate-related security risks. |  | |
| Component 2: Support the development and implementation of regional and country specific analysis, strategies and programming on climate security. |  | |
| Programme Area G: Plastics and Waste | Development of the infrastructure and procedure needed for the management of the clearinghouse for waste, which is part of the UNDP Zero Waste Strategy. The clearing house will be operated by Avfall Sverige within the frame of the existing MoU between UNDP and Avfall Sverige. The intention is to operate the clearinghouse on a regular basis from 2024. Thus, this project phase will bridge the gap between today's ad-hoc work and the regular operation of the clearinghouse as expected from 2024. | * The overall objective * Through partnerships established with expertise, provide one-stop-shop to handling questions on municipal solid waste infrastructure and management, help identify and analyze challenges the municipalities are facing, review existing and new plans, and advise short-term and long-term solutions. Provide advice on the waste governance, accountability, and responsibility framework. * Provide policy advisory and technical support in terms of BAT/BEP. Facilitate knowledge sharing at international, regional, and national level. Promote twinning arrangements between municipalities. Help build national and regional waste management associations. * Communicate the circular business model and case studies. Compilation and distribution of newsletter about the progress of the zero-waste initiative. | |
|  |  |

*\*; information from 2023 annual report was not yet available at the time of the review. No activities under this output were implemented before 2023.*

*Source: ProDoc unless otherwise noted*

# The scope and objective of the REVIEW

1. The report is aimed at promoting accountability and transparency in relation to the implementation of the Sida Programme, as it (a) assesses the achievement of the results against the expectations set out in the Programme’s Results Framework (see in *Annex 1: TOR*) and (b) draws lessons to improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming, including through a potential Phase 2 of the Programme.
2. The review assesses the results according to the criteria outlined in the [UNDP Evaluation Guidelines](http://web.undp.org/evaluation/guideline/index.shtml), within the scope agreed during the Inception phase. It is guided by the key evaluation questions discussed and agreed during the Inception Phase and listed in **Box 2**. In particular, as part of the consultations during the Inception Phase it was agreed that the “Efficiency Criterion” would not be covered by the review given the vast number of activities. Since the review started in the Autumn of 2023, the results for 2023 were not yet available and so the review, in terms of comparison of the achievements vs targets, uses the reported results by 2022 (inclusive). Programme Area F. Climate and Security\* and Programme Area G: Plastics and Waste were added in 2023 and hence were not reviewed.

**Box 2: Evaluation questions**

**Relevance/ Coherence**

1. To what extent was the programme in line with UNDP’s mandate and strategic priorities as outlined in the UNDP Strategic Plan and relevant Signature Solutions?
2. To what extent has the programme been appropriately responsive to evolving political, social, economic, environmental, and development changes?
3. Are the programme objectives and outputs clear, practical and feasible within its frame?

**Effectiveness**

1. To what extent the Programme catalysed and facilitated a shift from a siloed project-based approach to better integrated issue-based portfolio approaches within and across UNDP’s nature, climate, energy, and waste programming, and complementary GPN themes such as governance, health, gender, inclusive growth, private sector engagement, conflict and crisis, etc.
2. What has been the role of adaptive management during implementation to ensure greater effectiveness?
3. In which of the five main external Programme Areas does the programme have the greatest achievements? Why and what have been the supporting factors?
4. In which areas does the programme have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? What, if any, alternative strategies could have been more effective in achieving these external Programme Area objectives?
5. To what extent has the programme strengthened UNDP’s internal capacities at the global, regional and Country Office levels for:

* Promoting coherent programming and overcoming a siloed projectized approaches?
* Integrated Management, Coordination, Staffing, Policy and Programming?
* promoting gender equality and the empowerment of women?
* assessing and managing environmental and social risks associated with its environment programming?
* communication, knowledge management, South-South, and digital/data work
* UN system and other partnerships

1. What, if any, alternative strategies would have been more effective in achieving these internal capacity building objectives?

**Sustainability**

1. Are there any financial risks that may jeopardize the sustainability of programme outputs?
2. To what extent will financial and economic resources be available to sustain the benefits achieved by the programme? To what extent have Sida Programme resources been used to catalyse additional funding, including from UNDP and funding partners?
3. To what extent do internal mechanisms, procedures and policies exist to allow UNDP to carry forward the results attained on internal capacity building and integrated portfolio approaches.
4. To what extent have learning and lessons been documented by the programme team on a continual basis and shared internally and with partners who could learn from the programme?
5. approach, methodology **AND LIMITATIONS**
6. This review was conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation. The rights and confidentiality of information providers, interviewees, and stakeholders were safeguarded through measures to ensure compliance with legal and other relevant codes governing collection and reporting on data. Also, the security of collected information before and after the evaluation and protocols was ensured to guarantee the anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process were solely used for the evaluation and not for other uses.
7. Triangulation was the main methodology used, bringing together information gathered from the various sources (see Annex *6*: Evaluation Matrix for data collection methods and sources for evaluation questions). This method allows for a high degree of cross-referencing and is suitable for finding insights which may be both sensitive and informative. In addition, contribution analysis was used when attribution of the observed outcomes was not possible.
8. For the assessment of effectiveness, the actual results for 2022 (cumulative) were compared with the plans for 2022 from the RF (see *Annex 3: Results as Reported 2022).* The results were color coded: with the “red” standing as underachievement, “yellow”-close to achievement, and “green”-achieved.As mentioned earlier, the actual results for 2023 were not available during the data collection and analysis phase for this review. However, the interviews with the Project team covered the results achieved in 2023 as well.
9. The sources of information included:

* **Review of the Program documents and reports** *(see Annex 7: List of Key Documents Consulted****):*** Three **(**3) project documents: original, 2021, 2023; Annual Reports 2020. 2021, 2022; Documents related to the work of the project on Gender, namely, PowerPoint on gender learning exchanges; documents related to NCEW Coordination Group and NCEW Portfolio Gender Results; and documents related to SIDA and UNDP Gender Dialogues; Programme budgets; Pilot Country Projects and Workplans; Documents on SIDA- UNDP Annual Consultations; Documents related to Stockholm +50; Programme workplans;
* **Review of third-party reports** (e.g., reports by development partners; Governments, etc *(see Annex 7: List of Key Documents Consulted****):*** .);
* **Remote Interviews** (see *Annex 8: List of Persons Interviewed*)– with UNDP Sida Programme Team, UNDP NCEW technical teams, Sida, UNDP Regional Hubs, UNDP Country Offices in 6 pilot countries, key government counterparts (Bangladesh); development partners (UNEP, FAO, and Development Coordination Office (DCO)), etc. Altogether 58 people were interviewed.

1. It was ensured that the review addressed issues of gender equality, disability, vulnerability and social inclusion. Regarding promoting gender equality, this was one of the key components of the programme, and there are sections in tis report specifically dedicated to it. As for the other dimensions (disability, vulnerability and social inclusion), this is, in the same vein, mostly covered by another key component of the programme, namely SES. Additionally, respective questions were asked during the interviews and data collection used disaggregated data (by gender, as available). Plus, all efforts were put in place to reach diverse stakeholder groups.
2. The key ***Limitations*** included:

* Given that the project focused heavily on internal capacity building, the list of interviewees was dominated by UNDP staff. Ideally there should have been more government interviewees, but there was also an additional factor, that most of the pilot country programmes had not reached the stage where the governments would get involved/or by their nature did not envision their involvement. Out of 58 interviewees, only 8 were not from UNDP; 3 represented the Government of Bangladesh, 3 partner UN agencies and 2 Sida. This sample was however representative, overall.
* The overly vast scope of the project has imposed certain limitations on the depth that each single area of interventions that this analysis could go into; and
* SP Output Indicators are essentially outcome indicators for the programme. These are in the Results Framework and reported annually based on the UNDP corporate reporting. These cannot be reported by the Sida Programme itself and it is too early to assess these for this review. However qualitative information was collected where available along the line of these indicators (see Figure 3); see also discussion under the section. 5.3.3

# 5. Findings

## Programme Design/Formulation

***Theory of change***

1. According to the Project Document (ProDoc), the work within and across the thematic and cross-cutting themes of the Sida Programme is grounded in the broader Theory of Change (TOC) that underpins UNDP’s Signature Solutions and recognizes:

* the systemic market-based and governance failures that have resulted in current patterns of unsustainable production and consumption, and unequitable distribution of resources and the benefits derived from them;
* the importance of biodiversity conservation and natural resource management to advancing the 2030 Agenda;
* demographic economic downturn and wave of environmental deregulation underway across all regions, as well as the opportunities for countries to build back better, greener and more equitably;
* the contextual shifts and challenges the pandemic presented;
* the close links between climate change, disaster risks and resource scarcity;
* the need to address vulnerabilities faced by the poor exacerbated by the changing climate, environmental degradation, and the mismanagement of natural resources;
* the fact that the vulnerable groups live across country typologies, not just LDCs; and
* the fact that to achieve the results in each of the programme areas, increased political commitment is required from public and private actors.

1. As per the ProDoc, as part of this broader ToC, UNDP’s environmental and climate programming is designed to:

* help strengthen capacities to govern natural resources more sustainably and transparently, capture the value of nature in prices and markets, and distribute benefits more equitably, with each result area mainstreaming and integrating environmental, climate and energy concerns into the design, financing, implementation, and assessment of national and sector policies at all levels;
* facilitate evidence-based knowledge sharing, advocacy, South-South learning and exchange, and stronger public, private, and civil society partnerships;
* As part of broader efforts, catalyze transformational change within and across countries, support systematically within and across each programming area strengthening of UNDP’s internal institutional capacities; and
* help strengthen and explore new collaboration with the UN system and partners.

1. The Programme’s own Theory of Change (from the ProDoc) aimed to describe the medium to long-term change process of strengthening UNDP’s capacities to deliver better on its Strategic Plan linking efforts at global, country and local levels. This is described in *Figure 2*. The idea was to recognize that the ability of UNDP and its partners to more effectively and efficiently achieve on-the-ground results depends to a large degree on how well its existing financial, operational, and human resource systems are used, and how new resources and partnerships are leveraged. It recognizes that for UNDP to advance a more integrated, programmatic and strategic approach that strengthens the environmental dimension of UNDP’s Sustainable Development vision while leveraging synergies across all areas of the Strategic Plan, a range of capacities at the systems, institutional and individual level (as in the capacity building -related outputs (discussed earlier) need to be strengthened.
2. The TOC rightly recognizes that this capacity building task required:

* strengthening of the accountability and incentive systems already in place, such as UNDP’s Social and Environmental Standards (SES); and
* new staffing arrangements that prioritize silo- breaking expertise. For example, UNDP to ensure that the new generation of Nationally Determined Contributions (NDCs) draws fully on this Programme’s thematic areas and cross-cutting themes, and that links are made across vertical-funded projects managed by UNDP.

1. During the Inception phase for this Review, it has been agreed with the programme management that this TOC Diagram (results chain) from the ProDoc needed to be revised to show how the capacities built within and across UNDP need to, in turn, contribute to better external long-term results in the area of NCEW by the governments and local communities also following integrated approaches. The revised TOC is presented in *Figure 3*. UNDP Strategic Plan (SP) Output Indicators from the Results Framework (see *Annex 1: TOR*) will then be indicators to capture government/communities’ capacity building (see discussion under para 35).

1. The ***Intended Outcomes*** as stated in the UNDP Strategic Plan Results and Resource Framework (SP RRF)[[4]](#footnote-5) would be the expected Impact for this project**,** namely:

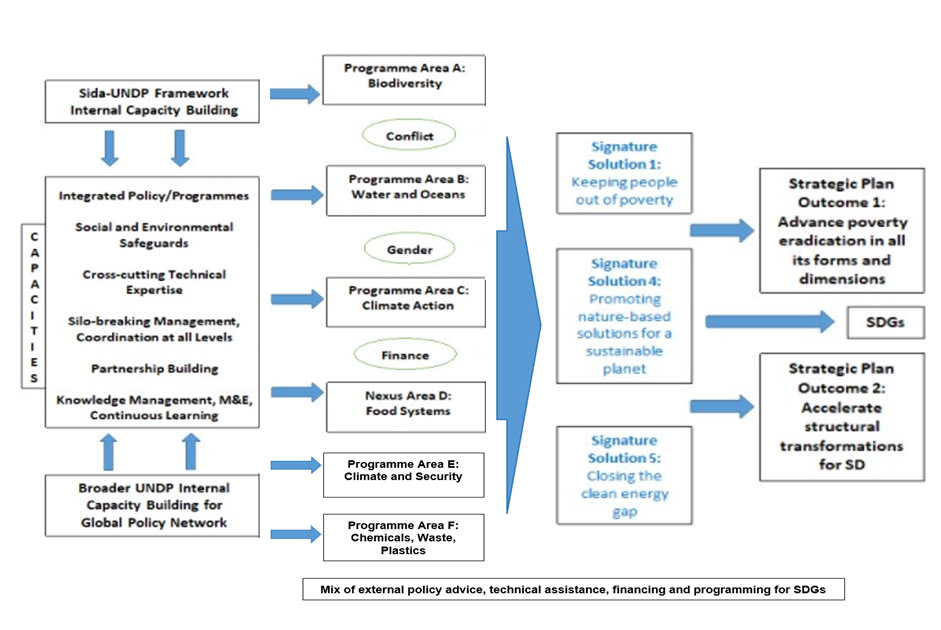
* Outcome 1. Advance poverty eradication in all its forms and dimensions; and
* Outcome 2. Accelerated structural transformations for sustainable development

1. The ProDoc does not really include a TOC. It includes the Results chain (as in **Figure 1** and a box with assumptions, risks and mitigation measures, as in **Table 2**). This does not constitute however a TOC. The latter should describe the pathways (see **Box 3** for a potential concise version). As could be seen the key element missing was the “Outcome” stage of the respective changes at the government level, i.e. understanding of the move towards “integrated” programming, in addition to the changes UNDP. Had this been highlighted, potentially the UNDP pilot COs might have engaged with the Governments more in training (some did). This issue was raised during the interviews: another explanation was sounded, inter alia in that this programme was viewed as first phase, with the heavy emphasis on internal capacity building, and there was an understanding that conveying the same approaches and messages to the governments, training and alike, could be viewed under the potential second phase.

***Stakeholder consultation***

1. *Stakeholder participation for the program design purposes was limited.* The contents of interlinked thematic areas have been identified through a series of Sida-UNDP consultations, which considered country demand based on the previous work, UNDP comparative advantages, and lessons learned from programming experience and evaluations, according to the Project document. Thus, there were no formal stakeholder consultations with the UNDP country and regional offices.

**Figure 1 Results chain from the ProDoc**



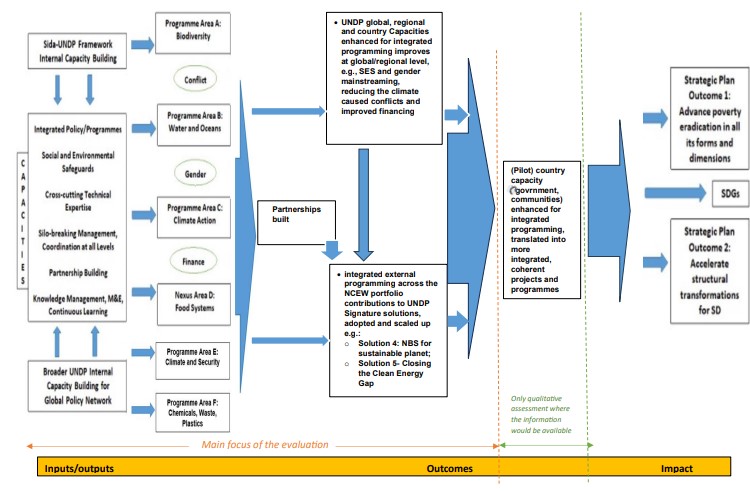
*Source: ProDoc*

**Table 2 Theory of Change Assumptions/Risks from the ProDoc**

| **Assumptions** | **Risks** | **Risk Mitigation Measures** |
| --- | --- | --- |
| * Political will exists to address inequalities and multi-dimensional poverty, including resilience building to prevent people from falling back into poverty. * Political support exists for addressing environmental degradation and protection of natural resources in light of competing priorities for financing. * Gender equality and women’s empowerment are recognized as accelerators for progress on multi-dimensional poverty eradication. * Multi-stakeholder engagement, including inclusion of marginalized populations improves decision-making. * Emergent credible data and evidence on environment, climate change and poverty will be used to inform policy and decision-making while overriding political lobbying in favor of elite capture. * Political commitment exists to implement reforms to policy, law and practices that hinder structural transformation (e.g., tackling persistent levels of poverty and inequality). * Credible data and evidence will be utilized to inform social inclusion measures. * Rule of law and national human rights institutions have the political space to operate in an independent manner to uphold the rights and address grievances, particularly of vulnerable groups. * Stakeholders are committed to make necessary investments towards clean energy and low-emission and climate/disaster resilient strategies with the aim of long-term zero-carbon development. * Improvements in data generation and collection, and analysis will better inform policy formation: solutions will be evidence and data driven. * Use of digital technologies reduce cost and increase the effectiveness of governments, enabling better services, functions, delivery (including improving public finance management). | * Weak monitoring and accountability frameworks at the local, national, and international levels perpetuate poverty and inequalities. * Unfair global economic governance and trade agreements entrench inequalities and lead to decline in decent jobs. * Reduction in resources (domestic and international) dedicated to the SDG agenda and poverty alleviation efforts. * Crises, planetary boundaries transgressions and demographic change (including migration) outpace the ability of governments to respond effectively. * Corruption and vested interests/lobbying impedes integrated policy making, leads to policy incoherence, and decreases the availability of financial resources to support sustainable development. * Political movements and ideologies, weak or biased legal frameworks and socio-cultural norms and values threaten basic principles of human rights, gender equality and non-discrimination. * Elite capture, averse to pursuing multi-dimensional poverty approaches and integrated solutions to SDG/development challenges, and the participation of marginalized groups in decision-making. * Political shifts (e.g. elections) and leadership changes bring instability and/or reversal of policies. * Resistance to change due to vested economic interests. * Improvements in identifying disadvantaged groups does not translate into more effective targeting or addressing of needs. * Patriarchal structures and social norms block efforts to address gender gaps and increase the number of women in decision making positions. * People most left behind are detached from the political process and see little benefit in engaging. * High risk-perceptions prevalent among private investors (e.g., nature-based solutions not understood by investors), and challenges in identifying investment-ready projects. * Crises, disasters, planetary boundaries transgressions and demographic change (including migration) outpace the ability of governments to respond effectively (sometimes temporarily). | * Emphasis on strengthening capacities and incentives for evidence-based policy making at all levels * Emphasis on green commodity value chains and facilitating multi-stakeholder partnerships at the global, regional, and national level * Emphasis on diversifying domestic, int’l public, private financing sources and incentives, and more efficient use of existing resources * Emphasis on scaling up multi-partner catalytic, integrated, comprehensive economy-wide transformational approaches * Emphasis on long-term capacity development approaches targeting multiple actors at the system, institutional and individual level * Emphasis on inclusive evidence-based capacity development and legal/regulatory reforms * Emphasis on long-term nudging and inclusive whole-of governance approaches. * Emphasis on-long-term capacity building at the system, institutional, and individual level. * Comprehensive long-term evidence-based approach outline win-win solutions. * Emphasis on better targeting including through qualitative and inclusive consultations. * Comprehensive gender mainstreaming approaches and awareness raising campaigns * Emphasis on participatory project design and implementation, advocacy and transparency. * Long-erm evidence-based advocacy approach and outreach to major private sector actors. * Emphasis on long-term capacity development, prevention and early warning systems, resilience and recovery linked to UNDP governance, crisis and resilience portfolios. |

*Source: ProDoc*

**Figure 2 Reconstructed Results chain**



*Source: ProDoc*

|  |
| --- |
| **Box 3: Reconstructed Theory of change**  Objective *To strengthen internal capacities to achieve UNDP’s overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan*  If   * + Political will exists at the Government to address the issues in NCEW in the whole- of a society and whole of the Government way with integrated approaches   + Credible data and evidence and digital technologies are used to inform planned measures and policy formulations;   + Stakeholders are committed to make necessary investments towards clean energy and low-emission and climate/disaster resilient strategies with the aim of long-term zero-carbon development.   + capacities are strengthened in a comprehensive and sustainable way both at UNDP and Government/communities   + Emphasis is placed on scaling up multi-partner catalytic, integrated, comprehensive economy-wide transformational approaches   + Within UNDP processes are established to incentivize silo breaking   + Emerging experience is gathered, analyzed and shared inter and intra regionally with the UNDP COs   + COs are supported effectively by UNDP global and regional teams   + Partnerships are built with UN agencies and other development partners as well as local think tanks and local NGOs/CSOs   Then   * UNDP will formulate and deliver evidence- based integrated approaches for the implementation of Signature solutions in NCEW * The developed integrated approaches in NCEW will be adopted at the level of countries (UNDP and partner governments and communities)   And with time   * This will contribute to sustainable development and poverty reduction |

***Sida Programme Approach and Scope***

1. *The flexible approach was adopted on purpose, to cater for the fact that this was a learning exercise both for UNDP and Sida, in that it set to tackle a new approach to deliver on Signature Solutions in an integrated manner, as was prescribed by UNDP Strategy* . The fact that UNDP NCEW portfolio was undergoing a change at the time when the Programme was being designed was an additional factor of complexity.
2. *While one could argue that there are too many thematic areas covered, in the view of the interviewees, this is the spectrum of the thematic areas covered by the UNDP country offices and omitting any of these would mean inadequate coverage.* **Figure 3**describes the logic of the Programme Outputs schematically: programme deliveries (at all levels) lie in the crossroads of the technical programming and capacity building efforts. According to the ProDoc, work under each area has been selected for its potential to scale up and accelerate SDG progress and Outcomes, Outputs and Signature Solutions from UNDP’s Strategic Plan, and given the mutually reinforcing synergies they offer and their role as catalytic enablers for other Signature Solutions under the Strategic Plan, including Governance, Resilience and Gender, as well as the full set of SDGs.

**Figure 3: Programme Outputs’ Logic Schematically**

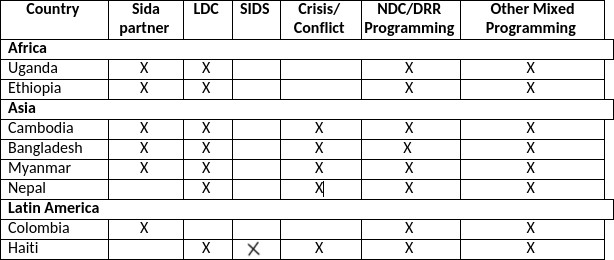
|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **CB1** | **TP1** | **TP2** | **TP3** | **TP4** | **TP5** | **TP6** | **TP7** | **TP8** | **TP9** |
| **CB2** |  |  |  |  | Global initiatives |  |  |  |  |
| **CB3** |  |  |  | Regional initiatives | |  |  |  |  |
| **CB4** |  |  |  |  |  |  |  |  |  |
| **CB5** |  |  |  |  |  |  |  |  |  |
|  |  |  |  | Country initiatives including Pilot COs |  |  |  |  |  |

*Source: author of the report*

1. The programme’s design as a global programme was relevant as it allowed for (a) design of integrated service offers aimed at achieving results at scale both for internal capacity building and external integrated programming - across UNDP programming countries and portfolios beyond pilot country projects, additionally facilitated by institutional learning though dissemination of lessons, (b) aligning individual country portfolios with global policy and development challenges and opportunities; (c) improving the quality of country integrated programming as a result of internal capacity building addressing CO capacities on gender mainstreaming, risk management, data and knowledge management, facilitated by the UNDP regional Offices, and (d) catalyzing global/international policy and financing instruments that influence regulatory frameworks, investment flows and behavior of national public and private sector actors, e.g. in the case of Task Force on Nature-related Financial Disclosure (TNDF), UNDP Climate Promise (that works on increased ambition of Nationally Determined Contributions (NDCs) and on operationalization of Article 6 of the Paris Agreement) among others.
2. The criteria for the selection of the Sida Programme pilot countries included (see **Table 3**):

* Strong opportunities and country demand for advancing integrated support across environmental and climate portfolios;

**Table 3: Criteria for selecting the pilot countries**



Source: ProDoc

* portfolio of Nationally Determined Contributions (NDCs)-support and other relevant programming including from vertical funds;
* a focus on Least Developed Countries (LDCs) and Sida partner countries; and
* at least 1 SIDS and 1 crisis/conflict country.

1. The Pilot Countries were to carry out external programming with the advice and assistance from the global teams focusing on (according to the approved workplans): (a) *biodiversity - in Bangladesh, Cambodia, Colombia, Haiti, Nepal, UNDP Pacific Office (Fiji), and Uganda; (b) water - in Bangladesh, Colombia, Cambodia, Haiti, Nepal, and Uganda; (c) climate- in Bangladesh, Cambodia, Colombia, Haiti, Myanmar, Nepal, and Uganda; (d)energy in Cambodia, Colombia, and Uganda; and (d) food systems in Bangladesh, Colombia, and Uganda. [There were no COs piloting integrated approaches to conflict sensitivity].*

***Perceptions on the Programme design***

**Quote 1**

**Flexibility** helped tremendously, to put integrated approach into practice, given the need to be opportunistic and to stay relevant- react to changes in the world…

*UNDP staff*

1. *Overall, the interviewees positively reflected on the program design, especially the benefits of the flexible approach. Certain elements could have been handled differently,* in particular in terms of ensuring clearer guidance and oversight processes from the HQ level of the pilot COs in terms of formulating, adjustments and execution of their workplans. In particular:
   * + - 1. choosing lesser number of pilot countries - with a more prescriptive approach towards pilot country programming and the management arrangements of those (with the COs and the global thematic teams committing to certain clear oversight processes) to ensure that the integrated approaches designed at the HQ level translate clearly into CO pilots, designed to allow to distill learning at the end of the program on what has/has not worked well. A particular problem was that most of the integrated service offers were designed at the HQ level as the Programme progressed, while the pilot COs formulated their workplans early on.; and
         2. Potentially, operational funding for integrated programming support could have been made available at the regional level whereby as it stands only the salaries of the three Regional Team Leaders (RTL) were funded, implying reliance on pulling resources from the existing sources if these were available. NB: the funding for RTL positions has been very important, as it allowed to dedicate the time and support the countries including on the issues of integrated programming;)

***Quality of the Results Framework***

1. *The Results Framework (RF) is flexible, with a large overall number of the indicators (31) but this is reflective of the vast nature of the programme* (see *Annex 1: TOR* for the RF). Interviewees mostly reflected on the positive aspects of having a rather flexible Results Framework, which enabled adaptive management.
2. *There are no outcome indicators specified. The RF could have been better in other respects too:*

* *the indicators are mostly SMART[[5]](#footnote-6), but some are vaguely formulated.* The following is an example of the latter: indicator “6.1 Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty, including in ways that advance gender equality”;
* *There are indicators which do not capture the outputs well.* For example, the indicator “Output 2: 2.1 Project Board meetings are conducted on a yearly basis and include a review and discussion on progress made and results for cross-cutting outputs and activities’ does not capture well the Output “Enhanced management and coordination across thematic programme areas at all levels”; and
* *The indicator 1.2 that reads as “Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved” (related to the Output 1* “*Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity”), but those do not feature results in the Annual reports and so cannot be consulted for verification (NB: this also refers to SP Outcomes, while it should have been SP Outputs)* Plus, these indicators refer to Government capacity building, while the TOC from the ProDoc is all about UNDP staff capacity building.

1. The UNDP SP Output indicators are essentially outcome indicators for this Programme, as discussed under the discussion on the TOC, namely:

* ***SP Output: 1.1.1*** Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other international agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions
* ***SP Output: 1.4.1*** Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains
* ***SP Output: 1.5.1*** Solutions adopted to achieve universal access to clean, affordable and sustainable energy
* ***SP Output: 2.1.1*** Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth
* ***SP Output: 2.4.1*** Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation
* ***SP Output: 2.5.1*** Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation

1. *The RF could have been stronger if there was a better alignment with the categories in the program design.* For example, SES work is listed in the RF under cross-cutting themes, while the description of the cross- cutting areas does not mention it. And vice versa: SSC and KM are mentioned in the Project document, but not under “cross cutting” category.

***Risk register***

1. *The project document has a risk register where the risks are categorized and the only high risk is the risk of COVID pandemic. The risks are overall rightly identified.*

***Lessons from and linkages with other relevant programmes***

1. *Lessons from other relevant programmes were incorporated into programme design.* Many of the project components built on previous work and lessons from other relevant programmes. The Programme learned from other global UNDP programmes too. For example, the Programme has drawn on the experience of the Environmental Governance Programme on Mining (EGP), which includes a focus on capacity building for knowledge management, communications, and the sharing of good practices and lessons learned.
2. *Linkages between the Programme and other interventions within each of the thematic areas are numerous.* The programme is linked to many other interventions in the sectors covered (see *Annex 2: List of Related Projects and Initiatives: Global, Regional, and Country Level).*

***Responsiveness to external changes***

1. *The programme has been appropriately responsive to evolving political, social, economic, environmental, and development changes*. In particular, the ProDoc has been amended twice based on the emerging demand. Plus, it has responded appropriately to COVID environment and changing economic landscape worldwide as a result of the war in Ukraine, e.g. related to the need to strengthen national food systems.

***Clarity of objectives and design***

1. *The programme objectives and outputs were perceived by the majority of the interviewees as overall clear and practical. However, as the ProDoc acknowledges, more time (a longer project lifetime) was required for such system-wide, institutional and individual capacities to be developed.* *Also, the ProDoc could have been clearer in terms of the need for formal guidelines for the pilot COs to follow to develop integrated approaches for thematic areas/external programming of their pilot programmes*. The need for clarity in the latter was highlighted after there were formal guidance developed by the Innovation Facility for portfolio approach (with 50 pilot countries so far, including three of the Sida pilot countries): many of the interviewed pilot CO representatives were not clear how the two were different (see the discussion in Section 5.3.2 on Effectiveness under Output CB1).

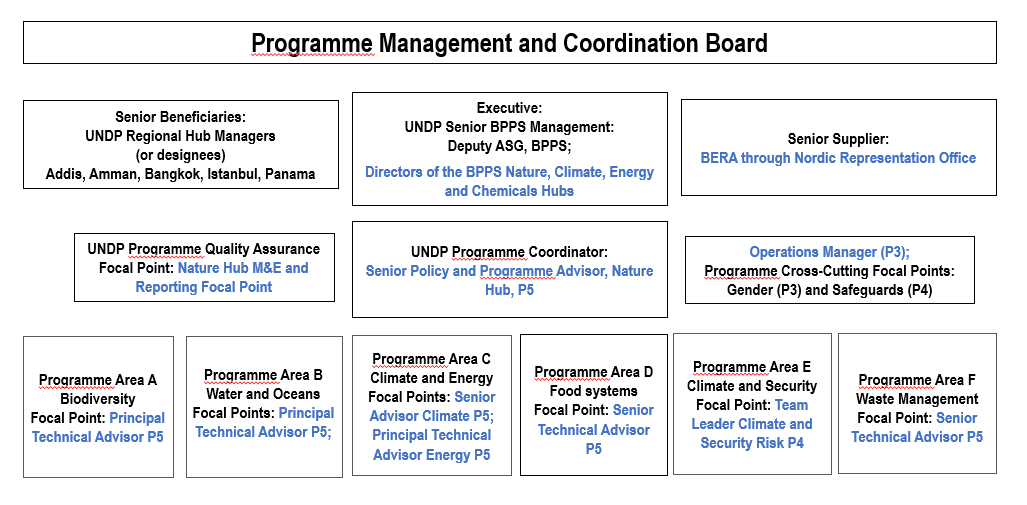
***Management arrangements***

1. *Management arrangements have been revised twice and worked overall well.*A Programme Management and Coordination Board and focal points have been established under the overall supervision of the BPPS and (lately) the Crisis Bureau. The Management and Coordination Board comprised the BPPS Management, Regional Bureaus/Hubs and the global Heads of each Programme Area. The structure changed (a) in 2022, with the addition of Senior Suppliers and new Program areas; (b) In 2023, after the restructuring was completed (see **Figure 4** and **Figure 5***)*
2. To ensure the perspective of each Programme Area is included in programmatic discussions and decision making, the Coordination Group met on a regular quarterly and ad hoc basis including through already planned GPN coordination mechanisms and teams. Based on the interviews it has worked overall well, with, perhaps room for improvement in internal coordination.

**Figure 4 Programme Management and Coordination structure: original Prodoc and 2022**

|  |  |
| --- | --- |
| Prodoc | 2022 |
|  |  |

**Figure 5 Programme Management and Coordination structure 2023**



## Programme Implementation

***Adaptive management***

1. *The programme has displayed strong adaptive management properties* (changes to the programme design and programme outputs during implementation). For example, amending the ProDoc during the course of the project could be one of the examples, as it was recognized that the external programming areas need to include additional programming areas of UNDP. The interviewees reflected that the flexibility of Sida funding was essential for adaptive management, especially as UNDP NCEW portfolio was going through restructuring. The advantages of very flexible programming have been utilized differently under different external programming areas: while some were more opportunistic (biodiversity as the prime example), the others (like energy) have used the funding to support the expansion of their ongoing plan of work. The flexible results framework allowed to make changes without having to worry about the specific prescriptive budget lines.

***Delivery on time***

1. *The programme has experienced delays during its implementation mainly due to COVID, but also due to political situation in some countries. Specifically, at the country level significant delays occurred in Nepal (where the implementation started 1 year later than planned, mostly due to challenging political environment, affecting the functioning of the government)) and Myanmar (where due to political crisis the implementation of the vertical fund projects has stopped).*

***Stakeholder participation***

1. *The programme has seen mostly active stakeholder participation in many areas, and specific programs*. The program could have, however, engaged the RTLs more in the design/execution/oversight process of the pilot CO projects. Not all the COs were active in implementing the agreed activities: the level of inertia holding back changes at the CO level was, perhaps, underestimated.

***Risk monitoring***

1. *The Risk Register of the Programme continued to be updated*. There is a risk log in the Annual reports which was updated from one year to next. Risks related to the crisis in Ukraine remained valid including: 1) risks to sustaining external results due to financial instability, and food and energy insecurity; and 2) risks to internal Programme cash flow and financial sustainability due to a redirection of Overseas Development Assistance (ODA) resources in 2022. As rightly pointed in the ProDoc there is a need for UNDP projects to more consistently apply integrated Risk Management principles and tools, and this area was supported through SES implementation.

***Effectiveness of communication***

1. *Communication could have been better – with external audiences and within UNDP.* According to the Programme management, the Programme was sharing the tools, lessons, and good practices on capacity building with other staff and UNDP teams at all levels to inform and strengthen their complementary internal capacity building programmes and initiatives. However, the effectiveness of communication could have been higher, with the governments (at least of the pilot countries), as well as various UNDP units, at regional level, (e.g. with brief updates periodically on the major accomplishments).

***Monitoring & Evaluation (M&E)***

1. *Monitoring & Evaluation (M&E) design at entry was satisfactory and specified in the ProDoc* (see *Table 4*).

**Table 4: M&E Plan as per the ProDoc**

| **Monitoring Activity** | **Purpose** | **Frequency** | **Expected Action** |
| --- | --- | --- | --- |
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. |
| **Monitor and Manage Risk** | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. |
| **Learn** | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. |
| **Annual Project Quality Assurance** | The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. |
| **Project Report** | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the | Annually, and at the end of the |  |

1. In terms of the M&E Plan Implementation, it was envisioned that:

* ***Two annual review meetings of the Programme, complemented by annual narrative reporting, as well as more focused technical discussions and case studies***
* Sida and UNDP engaged in dialogues and consultations throughout the implementation of this Programme to ensure that common strategic objectives and expectations are met. This included a combination of regular formal meetings, including the annual Sida-UNDP consultations, as well as other formal and ad hoc discussions on the overall Programme and/or specific activities covered therein. Sida-UNDP Annual Consultations have been happening annually since 2020. Consultations have been led by the BPPS Senior Management at the level of the Assistant Secretary-General (ASG)/BPPS Director or Deputy ASG and the leadership of Sida’s Department for International Organizations and Policy support. The relevant BPPS technical leads and the Programme management team have been attending the annual consultations as well. The objectives of the annual consultations include:​ (a) exchanging views on strategic Programme issues;​ (b) reviewing results, progress and challenges, and financial situation and spending; ​and (c) discussing findings from monitoring and reviews. ​ The 2022 and 2023 Annual consultation also covered discussions/decisions on the Programme extension after 2023 and the initiation of consultations on the 2nd Phase of the Programme beyond 2024.  Beyond the Annual Consultations Sida and UNDP focal points regularly discuss Programme implementation, review of progress, monitoring events, programme funding and delivery, annual work plans and budget.
* These consultations were complemented by annual narrative reporting, as well as more focused technical discussions. Because the Programme began in December 2019 with the first months constituting a start-up phase, a light progress report was submitted in May 2020, along with a consultation meeting in May. The first annual report was submitted in April 2021 with the annual review meeting in June 2021. The Annual Reports include a comprehensive update on the progress and results in the (1) internal capacity building (2) external programming and (3) pilot countries. The Annual Reports also include analysis of the partnerships, lessons learned, implementation challenges, and way forward. Annexes to the Annual Reports cover: Financial reporting; Staff and consultants hired through the Programme; Updated risk log; Reporting against the Results Framework and recommended revisions of the Results Framework; and Review of relevant/complementary/leveraged UNDP projects and initiatives. The Annual Reports are cleared by UNDP BPPS Management and Oversight and by Sida. In addition to the Annual Reports, since 2021 UNDP has been providing annual updates to the annual work plans in the form of narrative work planning notes which outline development context, previous results and lessons, and planned programme activities for the following year.
* ***More detailed reporting on one or more areas such as climate change or gender, including sex-disaggregated data, as agreed to by Sida and UNDP.*** Some information was available on Sida Programme internal UNDP portal: the way of systematization could have been better however to enable easy access to, reporting and sharing, e.g. with Sida.
* ***A range of results, case studies, lessons, and recommendations, including examples of poverty and gender- related outcomes, generated through the Knowledge Management (KM) component of the Programme.*** See the discussion on KM section, under Section 5.3.2 A (Capacity Building).
* ***A mid-term stock-take on results and lessons learned as part of the formal report and ongoing learning-by-doing, to feed into and inform the broader annual meetings between Sida and UNDP****.* The mid-term stock-take has happened in 2022 (and not mid- 2021, as was planned) through a series of monitoring activities, including: internal UNDP meeting of the extended Sida Programme Team, involving all Programme Area Leads; 2022 Annual Programme Report that took stock of the Programme results following the COVID pandemic; Sida-UNDP discussion over the draft Annual Report 2022 in August 2022 between the Sida Task Manager and UNDP Programme management team; Sida monitoring visit to Bangkok Regional Hub and UNDP Bangladesh; Sida-UNDP Annual Consultation in October 2022. There was no separate document that would stand for specifically mid-term stocktaking, that would be different from Annual reporting, however.

1. A couple of interviewees commented that the Annual reports were difficult to follow, and that RF on its own and Annual report were not sufficient for the M&E of this Programme. This review concurs that an independent midterm review could have been beneficial for the Programme.

***Finances***

1. *The spending was mostly in line with the planned amounts.* **Table 5**describes 2023 Budget and Estimated Delivery. There was a slight redistribution adding finances for the biodiversity external programmatic area, thereby acknowledging the potential and the actual successes. The first disbursement in 2020 was conditioned on the submission of an updated results framework that included annual targets, outputs and indicators. The spending was mostly in line with the planned amounts.
2. Approximately 75 percent of the Sida budget supported integrated programming and piloting activities. This amount was distributed between biodiversity, water and oceans, climate and energy, and sustainable food systems thematic areas. These thematic programming area budgets were at the same time used to fund integrated programming and cross-cutting themes in line with the overall objectives of the Programme. For example, NDC work included a focus on energy, water, and biodiversity, and vice versa as mandated by the Terms of Reference for staff and consultants. A portion of these Programme Area budgets was used to co-finance new or existing staff and consultants per the budget tables shared below. The remaining 25 percent was used to fund or co-finance the costs of a range of common, cross-cutting integrated technical staff and consultants supporting all Programme Areas, including the Regional Team Leaders, gender and SES advisors, KM and data experts. These positions helped to strengthen existing areas of UNDP expertise, and retain expertise in new and emerging areas required by the Programme. These positions were based in UNDP’s regional hubs and HQ and used to ensure the provision of integrated policy advice, technical assistance, and knowledge capture across UNDP’s linked biodiversity, water/oceans, climate change/disaster risk reduction and energy teams, as well as the cross-cutting themes of gender, conflict and finance. Funds were used to hire three integrated policy specialists based in UNDP’s regional hubs- to ensure that issues related to water, oceans, biodiversity, DRR and cross-cutting themes are integrated into national NDC process and related environmental and SD programming, as well as to ensure broader ownership of Programme activities across UNDP’s Global Policy network. Global posts consultancies were created in New York to strengthen UNDP’s KM and communications functions, SES work and its gender equality and women’s empowerment work. A portion of Sida funds was used to finance two new administrative posts and a procurement analyst in Istanbul and an Operations Specialist in New York.
3. The planned amount for co-financing was vastly overachieved. Plus, the program achieved impressive results in leveraged financing. **Table 6** presents Sida Programme co-financing as of December 2023. These are conservative figures given that the Sida Programme influenced/supported design and resource mobilization for multiple projects under biodiversity, food and agriculture, climate and energy practices.

**Table 5: Sida Programme Multi Year Budget (2020-2024), USD**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **2020 Actual** | **2021 Actual** | **2022 Actual** | **2023 Actual\*** | **2024 Actual\*** | **Total Actual Budget** | **Total Original Budget** | **Deviation** |
| **Output 00119459** |  |  |  |  |  |  |  |  |
| **Activity 1: Cross Cutting NCE** | **1,656,410.31** | **2,766,953.00** | **2,650,538.35** | **4,031,250.00** | **383,890.51** | **11,489,042.17** | **11,705,540.00** | **(216,497.83)** |
| **Activity 2: Pilot countries** |  | **461,393.00** | **964,697.00** | **1,186,155.00** | **835,793.00** | **3,448,038.00** | **3,448,038.00** | **0.00** |
| **Output 00120002** |  |  |  |  |  |  |  |  |
| **Activity 1: Biodiversity Communities** | 559,952.41 | 815,981.26 | 1,250,640.60 | 913,142.00 | 101,460.00 | 3,641,176.27 | 2,589,962.00 | 1,051,214.27 |
| **Activity2:BD Finance** | 176,944.54 | 518,912.00 | 208,371.57 | 859,071.00 | 95,453.00 | 1,858,752.11 | 2,608,349.00 | (749,596.89) |
|  | **736,896.95** | **1,334,893.26** | **1,459,012.17** | **1,772,213.00** | **196,913.00** | **5,499,928.38** | **5,198,311.00** | **301,617.38** |
| **Output 00120004** |  |  |  |  |  |  |  |  |
| **Activity1:B1 Water Global** | 576,300.06 | 2,043,603.64 | 1,900,288.85 | 1,952,840.00 | 75,726.00 | 6,548,758.55 | 6,275,000.00 | **273,758.55** |
| **Activity 2: B2 Oceans Global** | 39,684.17 | 155,905.04 | 141,038.00 | 1,153,415.00 | 1,696,547.60 | 3,186,589.81 | 3,443,955.00 | **(257,365.19)** |
|  | **615,984.23** | **2,199,508.68** | **2,041,326.85** | **3,106,255.00** | **1,772,273.60** | **9,735,348.36** | **9,718,955.00** | **16,393.36** |
| **Output 00120005** |  |  |  |  |  |  |  |  |
| **Activity1: Climate - NDC** | 538,054.61 | 661,990.63 | 1,042,384.22 | 1,063,692.00 |  | 3,306,121.46 | 3,474,297.00 | (168,175.54) |
| **Activity 2 Energy** | 477,124.06 | 540,366.26 | 348,385.49 | 868,500.00 | 19,884.00 | 2,254,259.81 | 2,346,484.00 | **(92,224.19)** |
|  | **1,015,178.67** | **1,202,356.89** | **1,390,769.71** | **1,932,192.00** | **19,884.00** | **5,560,381.27** | **5,820,781.00** | **(260,399.73)** |
| **Output 00120300** |  |  |  |  |  |  |  |  |
| **Activity1: Sustainable Food System** | **154,644.03** | **474,801.12** | **603,071.67** | **684,745.00** |  | 1,917,261.82 | **2,002,332.00** | **(85,070.18)** |
| **Output 001000493** |  |  |  |  |  |  |  |  |
| **Activity1: Climate and Security** |  |  |  | **1,000,000.00** | **700,000.00** | **1,700,000.00** | 0 | **1,700,000.00** |
| **Output 00119459** |  |  |  |  |  |  |  |  |
| **Activity1: Plastics and waste** |  |  |  | **150,000.00** |  | 150,000.00 | 0 | **150,000.00** |
| **Total budgeted** | **4,179,114.19** | **7,978,512.95** | **8,144,718.75** | **13,862,810.00** | **3,908,754.11** | **39,500,000.00** | **37,893,957.00** | **1,606,043.00** |
| **Contingency reserve (unbudgeted to account for currency exchange losses)** | | | | | | **336,032.00** | **2,206,043.00** | **(1,870,011.00)** | |
| **Grand Total** | | | | | | **39,836,032.00** | **40,100,000.00** | **(263,968.00)** | |

**Table 6:** **Sida Programme co-financing as of December 2023**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Co-financing (Type/**  **Source)** | **UNDP co-financing** | | **Leveraged Finance** | |
| **Planned**  **(ProDoc)** | **Actual** | **Planned** | **Actual** |
| Grants | $100,000 | $8,700,000 (cash co0financing from the Swedish MoFA for the Stockholm 50+ national consultations  $3,813,216 (NORAD co-financing for the Ocean Innovation Challenge 2021-2024)  **Total: $12,513,216** | $100 million (planned leveraged innovation finance for biodiversity, (RF Indicator A1.3) | $341.6 million (innovation finance for under biodiversity, TNDF and Coral Reef Fund)  $43.5 million (Africa Mini-grid programme (energy))  **Total $385.1 million** |
| In-kind | $200,000 | $2,960,000 (UNDP in-kind co-finance for staff 2020-2023; Senior Policy Advisor – Environment (P5; 50%); Policy and Programme Specialist (p3. 70%); 2 NCE Regional team Leader (RBAS RBLAC; P4; 100%) |  |  |

* 1. **Programme Results**

### Relevance

1. *The programme is in line with UNDP’s mandate and strategic priorities as outlined in the UNDP Strategic Plans 2018-2021 and 2022-2025 and relevant Signature Solutions (4 and 5 in particular, on Promoting Nature Based solutions (NBS) for sustainable plane and Closing the Clean energy Gap respectively).* To start with, capacity building has been identified as one of the key needs in the UNDP Strategic Plan. Secondly it responded to the need to develop integrated approaches to deliver on the Signature Solutions that were identified in the UNDP Strategic plan. The latter set a clear direction for UNDP to go ‘beyond projects’ and embrace portfolios and integrated programming. Sida Programme was among the first initiatives to implement this shift from siloed, projectized approach to integrated programming and portfolios, and so it was very relevant in that context, as the strategic document did not dwell on the details of the how. It must be noted that there were other related initiatives too, like SDG integration work (<https://sdgintegration.undp.org>) but with a focus more on data. Later, the work on promoting portfolio approaches (see **Box 4** for the definition of portfolio approach) by the Innovation Facility started (2022), but the integrated approaches promoted under Sida programme did not lose the relevance, as integration is understood in a broader thematic context, with the Programme building synergies across complementary thematic areas and a closely linked set of cross-cutting themes, i.e. not only issue-based integration but also thematic- with programmatic initiatives and mainstreaming (the latter applies to gender and SES). What was missing perhaps is an explanation of these differences and synergies in a clear-cut way (see Recommendations)
2. *While this was a rather top- down Programme with the primary purpose of capacity building of UNDP staff, it could be argued that, broadly, it responds to national prioritie*s. This could be argued based on (a) the assessment that the Programme focused on cutting-edge thematic issues with regards to external programming; and (b) the fact that the pilot COs chose the areas to focus on in consultation with the national governments.

**Box 4 Definition of portfolio and its three main features**

A portfolio is set of interconnected interventions designed and dynamically managed to generate a continuous supply of new options over time to help deliver strategic development impact when facing a challenge of system transformation. Portfolio is a vehicle that harnesses collective capabilities of a broader set of partners in a more dynamic way, aligning their efforts toward a common goal to create lasting change. Three main features

* Aim for System Change beyond sector-based issues to entry points for transformation Interventions are designed to learn about and continually affect change in the system. The system, not UNDP’s internal structure, is the starting point
* Coherence beyond laundry list of projects Interventions continually evolve to maintain coherence with the fast-changing dynamic of complex challenges. They are informed by system perspective & act on a diverse set of connected levers in that system in a complementary manner. This allows UNDP and partners to tell a compelling story & maintain coherence in lock step as the context changes.
* Generate options for action beyond lessons learned to dynamic management Continuous learning allows interventions to evolve over time, generating new insights and policy possibilities. Dynamic management of a portfolio triggers a constant supply of new options that UNDP and partners can tap into.

*Source: “Portfolio Approach Primer”, May 2023*

1. *The programme objective was relevant, namely the need for the strengthened internal capacities to achieve UNDP’s overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan.* This need was identified in the UNDP Strategic Plan, as sustainable development challenges cannot be addressed as separate siloed problems and solutions. Rather, complex challenges, including poverty eradication, gender equality, climate action, and natural resource management, are all connected and must be addressed in a strategic, multifaceted manner.
2. *The program was relevant in the choice of internal capacity building themes.* In particular,

* gender equality and women’s empowerment were not strongly incorporated at the Country programming before the SIDA programme
* The focus on SES was very relevant as
* SES capacities are critical for designing and delivering integrated Country Programmes/ Projects, since they
* Necessitate a multi-disciplinary approach (bringing together human rights, gender, environment, climate expertise) and foster cross-team collaboration;
* Ensure inclusive processes with multiple-voices and interests, particularly those of affected people and beneficiaries, to identify integrated solutions;
* Ensure UN programming principles (Leave no one behind (LNOB), human rights, gender, sustainability and resilience, accountability) are embedded in programme/project design, becoming part of strengthening UNDP’s sustainable development “offer” rather than an add-on for UNDP compliance purposes;
* Provide UNDP with important tools to ensure due diligence, considering potential unintended consequences of work and assessing social and environmental risks together, with potential tradeoffs; which provides a strong evidence-base for integrated decision-making; and
* Provide opportunity to strengthen UN alignment at the country level and leverage expertise in the wider UN
* The baseline SES assessment at the COs beyond the basic compliance issues found, *inter alia,* that:
* The quality of SESPs needed improvement (due to weak identification of risks and appropriate management measures), with the exception perhaps the vertical funds projects due to safeguards clearance conducted by NCE HQ;
* Weak implementation throughout project cycle (including monitoring) beyond SESP;
* Uneven knowledge and capacity, insufficient training and communication on SES with a misperception at many COs that SES only apply to nature, climate, energy portfolio);
* Particular gaps in CO capacity to do SES assurance/oversight to ensure consistent compliance and approaches across the Programme; and
* challenges of getting governments on board on some issues, e.g., Indigenous Peoples and hence the need in a programme or portfolio approach for how these should be addressed.

1. *The Programme was relevant with regards to* the topics of external programming - Sustainable Management of Ecosystems, Biodiversity, and Natural Capital; Sustainable Water and Ocean Governance; Scaling up Climate Change Action for Sustainable Development; Sustainable Food Systems; Sustainable Energy; Climate and Security; and Plastics and Waste,

* **Sustainable Management of Ecosystems, Biodiversity, and Natural Capital thematic area** responds tothe evolving post-2020 Global Biodiversity Framework of the Convention of Biological Diversity;
* ***Sustainable Water and Ocean Governance*** area with its focus on the resources management, both freshwater and marine, biodiversity, and fisheries as a critical component of sustainable food systems, with an emphasis on good governance, and the scaling up of green, blue and blended nature-based finance solutions were relevant;
* **Scaling up Climate Change Action for Sustainable Development area with a focus on** Nationally Determined Contributions (NDCs) in meeting the goals of the Paris Agreement;
* ***Sustainable Food Systems – Mobilizing Government, Businesses, Communities and Investors for Transforming Food Systems-*** *important, as t*he way that food systems at local, national, and global levels are managed has a direct, often negative impact on our biodiversity, water and oceans, and efforts to mitigate and adapt to our changing climate;
* **Sustainable Energy**, as it is critical to support both climate change mitigation by reducing greenhouse gas emissions, and climate change adaptation by helping communities build resilience across key sectors, including agriculture and health.
* **Climate and Security,** theSecurity Council acknowledged the impact of climate-related security risks on stability in resolutions related to different country and regional mandates calling for adequate assessments, and management and response strategies;
* **Plastics and Waste,** waste management is a major issue for cities and communities around the world, with [over 90% of waste openly dumped or burned](https://www.worldbank.org/what-a-waste) in low-income countries, with the poor and most vulnerable disproportionately affected; plastics with short use and long time they take to decompose creates one of the most prominent environmental and health crises in our time.

1. *Promoting integrated, approach was very relevant for the identified cross cutting themes.* Gender Equality and Women’s Empowerment and Conflict Sensitivity were discussed earlier. As for the rest:

* *Finance* was relevant as means to bring an integrated approach to financing across the three programme areas above, ensuring that government budget reflects support for biodiversity, ecosystems, natural capital, sustainable ocean governance and climate action as priorities with more innovative finance approaches adopted to mobilize private capital towards these same policy objectives across all three programme areas.
* *Digitalization* was identified as one of the enablers in UNDP Strategic Plan for Signature Solutions but the ways to pursue it were not well articulated. South South-South Cooperation and KM were important to facilitate countries learning from one another.
* *Knowledge management (KM) and South-South cooperation* are important to allow for continuous learning, including peer-to-peer (P2P) learning) and improvement.

### Effectiveness and sustainability by output

1. *The Programme is mostly on track to achieve its objectives and meet or exceed the targets reflected in the revised Results Framework.* This includes progress across three mutually reenforcing areas of focus: internal capacity at the global and regional level; integrated external programming across the portfolio of the NCEW teams and broader work of UNDP’s Global Policy Network; and work in all the nine pilot COs.
2. Out of 31 output indicators, only 5 were not achieved based on the 2022 Annual Report. But this is the assessment of the programme management.

* ***A1.1*** Number of countries where synergies between biodiversity and climate resilient community development are demonstrated through a range of integrated actions, with strong emphasis on gender and poverty reduction dividends (annual).
* ***B1.3*** Number of pilot countries with innovative financing mechanisms established for financing for the Post 2020 Global Biodiversity Framework including fiscal reform e.g., subsidy repurposing
* ***A2.2*** Number of countries with enhanced institutional capacities for sustainable water management
* ***A4.1*** Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied;
* ***7.1*** Number of countries supported withbottom-up, whole-of-society, whole-of-government Stockholm+50 national consultations

1. Based on this review there is one more indicator for which the targets were not reached as yet (described in the respective Results tables throughout the text), namely
   * ***6.1.*** Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty, including in ways that advance gender equality
2. In what follows below the Programme achievements are described along the four mutually reenforcing areas of focus mentions (A: Capacity Building; B. External Programming; C. Cross cutting areas; and D. Country-level work and regional perspective) and then under each of these, along the outputs. The description of the results is too vast and only the headline results are presented, based on the interviews and review of the documents (including *Annex 4: Programme Results at a Glance as Reported by the Programme)* and description of achievements for each indicator provided by the Programme management.

#### *Capacity Building*

#### 

***Output CB1: Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity***

1. *The Programme has achieved impressive results in Integrated Management, Coordination, Staffing, Policy and Programming, especially at the global level and in the context of the global and regional initiatives linked to thematic service offers**.* The program was successful in catalyzing and facilitating a shift from a siloed project-based approach to an improved thematic integration in the context of global and regional initiatives. With Sida support, UNDP has strengthened policy and programming Offers bringing together NCEW/GPN staff on a common narrative and technical support, e.g., on Green Recovery, SIDS, FACS, Water, and Plastics. The 2022 NCEW Business Plan prioritized integrated programming, GPN-wide collaboration and an updated Business Model and Service Offer informed by an Executive Office-led review of 2022. There is more to be done in terms of integrated programming across the four thematic hubs and with other GPN teams working on governance, health, inclusive growth, private sector engagement, conflict and crisis, etc.
2. *UNDP now has: a Nature Hub, a Climate Hub, a Chemicals and Waste Hub, and Energy Hub.* Sida contributed to this, conceptually, supporting the establishment of the Nature Hub. The reform at the global level was reflected in the Executive Office-led architecture review of the NCEW practice, with implications for management and coordination, as well as new and existing staff structures, recruitment, reporting lines, and decision-making at all levels. This review was designed to promote deeper integration within and across the NCEW workstreams, as well as with the other UNDP teams and offices, in line with the UNDP Strategic Plan and Signature Solutions on Environment and Energy. The review has drawn in part on the results of the Sida-UNDP Programme and was finalized in early 2023.
3. The new draft BPPS Organigram features UNDP’s Nature, Climate and Waste Management portfolios elevated, and new D-1 Directors to lead them. The Hubs are supported by a reinforced Vertical Fund Programme Support, Oversight and Compliance Team also led by a D-1 Director. Some changes continued to be made in 2023 to staffing and consultant structures as part of adaptive management including a reprioritization of core funding for some environment posts. At the time of writing this report, all planned staff/consultants funded by the Programme were onboarded with job descriptions focusing on advancing integrated programming at the global and regional level. NCEW Team collaboration within and across thematic areas and offices has been strengthened through NCEW Business Planning Meetings and strengthened management arrangements and reporting structures.
4. This review, concurs with the self -assessment in *Table 7, but only in part, as the reported result with regards to the indicator 1.2, i.e. “Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved” cannot be validated.*

**Table 7: 2022 results for strengthened cross-cutting expertise in place, as reported by the Programme**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Expected Outputs – Section 3** | **Output Indicators** | **Data Source** | **Baseline** | |  | | | | Comment |
| **Value** | **Year 0 (2019)** | **2022 Target** | **2022 Actual** | **Year 4 (2023)**  **Target** | **Final (End of Project)**  **Target** |
| **Output 1:** Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity | ***1.1:*** New staff and consultants have been hired with a cross-cutting, integrated focus that are contributing to UNDP’s work on nature, climate, and energy | Sida Programme Annual Progress Report | Yes/No15 | - | Yes | Yes | Yes | Yes |  |
| ***1.2*** Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved | IRRF | Yes/No | - | Yes | *Yes* | *Yes* | *Yes* | *problematic indicator* |

***Output CB2: Enhanced management and coordination across thematic programme areas at all levels***

1. *The Incentives for cross-team collaboration were implemented through UNDP’s performance-based staff accountability system*. Staff were required to include performance indicators on cross-practice collaboration and integrated programming. NCEW Teams collaboration within and across thematic areas and offices has been strengthened through NCEW Business Planning Meetings and strengthened management arrangements and reporting structures.
2. *The programme was less effective in ensuring that the notion of integrated approaches was transposed from the global to the pilot CO level even though the dispersed results at these pilot CO have been mostly useful and important.* One of the issues here is that many of these thematic service offers with integrated approaches were developed under the Sida Programme and, hence it was somewhat premature for the COs to identify their pilot projects at the start of the Sida Programme. There could have been corrections later on, but there was a lack of effective oversight/communication links with the global teams in some cases and a lack of clear guidance for integrated programming/portfolio approaches for the COs to ensure that the choice of the activities of the latter under the Sida Programme was reflecting the “integrated” approach being promoted within the HQ and the related initiatives (with the latter having their own sets of pilot COs). The experience with the pilot countries showed that the COs need more training and guidance on thematic integrated approaches.
3. Additionally, and importantly, in order to catalyze tangible positive effects in terms of impact on poverty, communities benefiting from the sustainable solutions, a similar shift to integrated programming approaches has to happen at the level of partner governments and communities. These requires time and effort. In the case of the pilot countries, there were only a few cases where the activities reached the level of actual implementation on the ground. Not all the COs even invited the partner governments to training events.
4. Hence while this review concurs that at the global level this shift is ongoing (facilitated by Sida funding), and so with the self -assessment in *Table 8*, there are reservations in relation to the pilot COs, and the self-assessment in *Table 9*

**Table 8 Enhanced management and coordination across thematic programme areas at all levels**

| **Expected Outputs - Section 314** | **Output Indicators** | **Data Source** | **Baseline** | |  | | | | | Comment |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year 0 (2019)** | **2022 Target** | **2022 Actual** | **Year 4 (2023)** | **Final (end of project) Target** | |
| **Output 2:** Enhanced management and coordination across thematic programme areas at all levels | ***2.1*** Project Board meetings are conducted on a yearly basis and include a review and discussion on progress made and results for cross-cutting outputs and activities | Sida Programme Annual Progress Report | Yes/No | - | Yes | *yes* | *Yes* | | *Yes* | Problematic indicator, not well reflective of the Output |
| ***2.2*** New system in place to better coordinate integrated work planning across thematic areas, including new management arrangements, reporting structures, and incentive systems. | Sida Programme Annual Progress Report | Yes/No | - | Yes | *Yes* | *Yes* | | *Yes* | In progress |

**Table 9:Rresults as reported for the number of pilot countries benefiting from integrated SD solutions**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***Output*** | ***Indicator*** | **Source** | **value** | **Base line** | **2022**  **Target** | **2022- Actual** | **Description of results report 2022** | **2023- Target** | Final | Comments |
| *Output 6: Cross-Cutting Pilot Country Work. Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas* | ***6.1*** Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty, including in ways that advance gender equality | Pilot Country Progress Reports | Number | 0 | 9 | 9 | All nine pilot COs, Bangladesh, Cambodia, Colombia, Ethiopia, Haiti,Myanmar, Pacific, Uganda, Nepal, are meeting the target in line with CO contexts | 9 | 9 | There are delays in Nepal, Myanmar and Haiti. The pilot programmes of many of the other pilot COs are not at the stage of being able to show benefits from the integrated approaches |

1. The advancement of the integrated approaches at the country level is supported by the UNDP’s *Portfolio Implementation Framework since 2022, as* mentioned earlier. Over 50 COs have been leading on this for 16 months, starting in spring 2022 ([**The Compendium of Portfolio Country Cases**](https://drive.google.com/file/d/1EWg9XgkuUdMY8XAU3YY95GVAUrGq0gbK/view?usp=sharing)) with the Danish Government’s support for this agenda through the Innovation Facility. Three of the Sida pilot countries are part of these 50 pilots: Cambodia (circular economy), Bangladesh (urban development strategies) and Ethiopia (gender equality). In early 2023 OHR team embedded[***portfolio capabilities***](https://drive.google.com/file/d/1epEJ29znNRVPYzyv7uHBINOrbJsmeEUa/view)within UNDP corporate competency framework. The [***UNDP Portfolio Primer***](https://drive.google.com/file/d/1tUSNwjri52--AJ0_FPgz2Gb6nK_mDV_i/view?usp=sharing) (the version for external partners is [here](https://drive.google.com/file/d/1mOVog1-sNhb8OI1j2wffoDOCYYIdoI4G/view?usp=sharing)) offers a clear process and a set of methods to nurture those capabilities and practically bring portfolio approaches to Governments and other partners.  Portfolio policy, guidance and Template were approved in December 2023.

***Output CB3: Strategic partnership building is enhanced***

1. *The program has formed many successful partnerships.* UN system-wide and bilateral UN collaboration was strengthened including through the UN-wide response to COVID-19, UN Environment Management Group, and joint workplans with UNEP and the Food and Agriculture Organization (FAO) (see **Box 5** and ***Box 6***). Bilateral cooperation has also been strengthened with other sister agencies including: United Nations Development Coordination Office (UNDCO) on the Triple Planetary Crisis including capacity building for Resident Coordinator Offices and UN Country Tams, United Nations High Commissioner for Refugees (UNHCR), United Nations Institute for Training and Research (UNITAR), International Labor organization (ILO), United Nations Childrens’ Fund (UNICEF) and World health organization (WHO). Innovative partnerships with non-UN actors have also been leveraged, e.g. through the Task Force on Nature-related Financial Disclosure (TNDF) and Stockholm+50 national consultations.

**Box 5 Partnership with FAO**

UNDP and FAO signed an MOU (expires in 2024) and agreed on a joint strategic plan with 4 areas: (a) climate and environment (2) resilience and emergencies (3) rural poverty and (4) cross cutting. Integrated approach is also pursued by FAO. FAO is part of UNDP initiated IPPN (Integrated Policy Practitioners Network). At the global level the cooperation is strong. The UNDP NCEW new organigram facilitates the cooperation at the global level even further. At the regional level, as part of the UN reform the Regional Collaborative Platforms (RCP) unite all UN entities working on sustainable development to ensure coordination. Thematic coordination includes above all Issue-Based Coalitions (IBCs) - regional UN task forces guided by RCPs and tasked to coordinate their cross-sectoral activities and develop plans for joint action. Only at REU they managed so far to have an IBC on Food systems. Cooperation at the country level has a large room for improvement.

*Food systems* is one of the key UN SDGs, with FAO in lead, but the needs are vast and the need to collaborate is paramount. Only 40 % of country cooperation frameworks have it. Plus, the approaches of partners are different and UNDP can help to streamline. UNDP SDG Joint Fund has a strategic window for food systems, but the lack of financing is a major challenge. UNDP is not part of UN Food Systems Coordination Hub.

Climate Adaptation SCALA Programme (Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs)

funded by German International Climate Initiative (IKI, has been a success and a rare case of genuinely joint program between UNDP and FAO, and not just bringing in FAO for specialized knowledge. It operates in 12 countries. The challenge is how to scale up and more specifically finance it. From the FAO’s perspective UNDP can facilitate the scaling up.

*Water and Oceans*. The cooperation under this theme started after UN water conference. FAO is doing Country Water Use roadmaps. Potential joint work under Oceans theme is under consideration.

*Biodiversity.* FAO would like to engage more, on NBSAFs. Under the Global Biodiversity Framework half of the indicators are agriculture related.

*Source: Interview*

1. There are many examples of partnerships from the pilot countries:

* In Uganda, UNDP collaborated with several UN agencies including the FAO, World Food Programme (WFP), International Fund for Agricultural Development (IFAD), UNICEF in order to support *multistakeholder collaboration for food system transformation including technical support to the government to prepare for the global food systems summit and to track “boost nature-positive production” initiatives.*

***Box 6 Partnership with UNEP***

While there is no MOU between the two agencies, there is increasingly more cooperation between the two agencies at the global level with regular meetings since 2018. At the regional level UNEP is leading or co-leading all the Issue-based Coalitions. More could be done at this level, but the agencies are organized differently, e.g. in the sense of the role of the regional bureaus for UNDP and UNEP and this could be the limiting factor. Similarly, UNEP has only 8 country offices which makes country level cooperation more difficult. The UN reform and new set of the UN Resident Coordinators, whereby UNEP has designated staff from Regional Offices- to cover each country, might help to facilitate tackling it.

There are already successful examples of cooperation, like UNREDD+, PAGE, cooperation in supporting NDCs. UNEP is pursuing more integrated approaches also, and also through the partnerships with UNDP. There are emerging opportunities, e.g. in digitalization.

*Source: Interview*

* In Myanmar, the Programme has supported partnerships with the United Nations Country team (UNCT), *including joint work with UN Women and with United Nations Population Fund (UNFPA) on gender.*
* In Bangladesh, the Programme has collaborated with FAO to explore opportunities for increasing the effectiveness of the project by leveraging the broader resources of the UNDP and the FAO. The Programme also builds *synergies with several NCEW projects such as the UNDP-United Nations Capital Development Fund (UNCDF) project on climate change adaptation (LoGIC) and the Green Climate Fund (GCF)-funded Gender-responsive Coastal Adaptation (GCA).*

Box 7: Partnerships under gender

UNDP continued its active engagement in the Generation Equality Forum, convened by UN Women and co-hosted by the governments of Mexico and France. UNDP co-leads the coalition on Feminist Action for Climate Justice as part of a consortium with UNFCCC, UNEP, OECD, IUCN. (see <https://www.sparkblue.org/UNDP-FACJ>.

UNDP collaborated with OECD and UN Women to integrate a green lens in the COVID-19 Global Gender Response Tracker (“gender-green tracker”) as part of the Feminist Action for Climate Justice Action Coalition, launched in 2021. The new tool combines data from the UNDP-UN Women [COVID-19 Global Gender Response Tracker](https://data.undp.org/gendertracker/) and the [OECD Green Recovery Database](https://doi.org/10.1787/55b8abba-en) and maps existing gender-sensitive and green-recovery measures in over 200 countries and territories.

UNDP continued co-facilitation of the UN-REDD Gender Group with UNEP and FAO to ensure UN-REDD gender approach is effectively mainstreamed and monitored in supported activities.

UNDP continues to be a leading member of the GEF Gender Partnership, a network of gender and environment specialists from partner agencies of the Global Environment Facility. In 2022 UNDP supported the GEF Secretariat with inputs on improving and operationalizing gender equality considerations in its next replenishment period, including monitoring and managing portfolio gender results.

UNDP continued to jointly implement with [FAO](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.fao.org%2Fin-action%2Fscala%2Fen&data=05%7C01%7Cverania.chao%40undp.org%7C140df9d143eb45da8d2208dab3742f79%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C638019608838421308%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=FwmB1UfDn8FaqJ2hGW2%2FaEiwVW6Voa9Jq1xg2lbeTUA%3D&reserved=0) the Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA) programme. The SCALA programme supports twelve countries to translate their NDCs and NAPs into actionable and transformative climate solutions in land use and agriculture. In 2022, the programme supported capacity development to [mainstreaming gender equality in budgeting and planning processes of the agriculture sector priorities in climate plans](https://www.adaptation-undp.org/scala-webinar-mainstreaming-gender-equality-in-budgeting-and-planning-processes-for-enhanced-implementation-of-the-agriculture-sector-priorities) ([webinars](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.adaptation-undp.org%2Fscala%2Fwebinars&data=05%7C01%7Cverania.chao%40undp.org%7C140df9d143eb45da8d2208dab3742f79%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C638019608838577532%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=LHXfrYNK9UdfXFguZ2D6VxqF%2FOUGMWhrRGxHSsZPmLM%3D&reserved=0)).

UNDP continued strengthen gender equality and women’s empowerment in the mining sector in collaboration with the Intergovernmental Forum for Mining, Metals and Minerals and ILO, including through trainings, baseline studies and impact assessment in 10 countries.

Source: UNDP

* In Cambodia, UNCT partnerships are being initiated building upon various UN consortium projects, including Partnership for Action on Green Economy (PAGE), CLEAN (UNDP-UNICEF) and GCF-SAP (UNDP-FAO). UNCT *gender marker sessions were delivered to over 30 UN colleagues. The Water Programme Area is implemented by UNDP and UN-Habitat.*
* In Ethiopia, staff from various UNCT Agencies, including UNEP and UN-Habitat, *joined a Workshop for Integrated Programming* and exchanged ideas and experiences on their work and efforts to advance integrated programming.

1. In some areas partnership building was more successful than others. See Box 6 for the partnerships forged under gender mainstreaming.
2. The programme has exceeded the target for partnership- building for 2022 both at the global level and at pilot country level (see *Table 10*). This independent review concurs with the assessment.

**Table 10 Results related to coordination and partnerships as reported by the programme**

| **Output Indicators** | **Year 3 (2022) - Targets** | **Year 3 (2022- Actual** | **Description of results by the Programme management 2022** | **(2023 Target** | FINAL (end of project\_ Target | Comments |
| --- | --- | --- | --- | --- | --- | --- |
| Global level | | | | | | |
| **3.**1 Number of strategic partnerships developed and/or strengthened as a result of activities under the Sida Programme, including with UN sister agencies and other international partners, public and private | 5 | *9* |  | *10* | *20* |  |
| Pilot countries | | | | | | |
| ***6.5*** Number of pilot countries in which Sida programme is used to strengthen coordination and partnerships across new and existing UNCT programmes and policies | *3* | *7* | Bangladesh, Cambodia, Colombia, Myanmar, Ethiopia, Uganda, Haiti | *5* | *5* | *Unclear if this is the case for Myanmar* |

***Output CB4: Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles***

**Quote 2**

*SIDA funding was such an enabler for SES work- a unique programme. There is a big shift regarding how the SES work is done at UNDP.*

UNDP

1. *The Programme has achieved significant results in rolling out UNDP-wide SES implementation* The Corporate plan on improving SES implementation was developed before Sida funding, but it was Sida funding helped to catalyze the implementation that followed. Sida funding has been vital as for years it has proved to be difficult to identify the source of necessary funding for the improvement of SES across UNDP.
2. Social and Environmental Standards (SES) underpin UNDP’s commitment to mainstream gender, linked social issues and environmental sustainability in all projects. They include a corporate accountability mechanism (UNDP Stakeholder Response Mechanism and OAI Social and Environmental Compliance Unit) as well as project-level grievance mechanisms that ensure women, youth, indigenous peoples and other stakeholders affected by UNDP projects have access to procedures for addressing project-related grievances; and a Review process.
3. Country Office SES Capacity Assessments (the baseline) and Action Plans (together in a Toolkit which has indicators that can be used to track progress over time) were launched and scaled-up across Country Offices in the Asia-Pacific and Africa regions using guidancedeveloped through the Programme and lessons from pilot countries. There are regional plans too, and the work started from the regional SES plans (Asia Pacific, Africa and Latin America & Caribbean). This was done on purpose as the idea was to have a replicable model driven by Regional Bureaux rather than a country- by- country approach. They moved very quickly, within a year from pilots to scaling up regionally and other countries within regions (RBAP and RBA).
4. Most COs applied a Phased/learning approach, starting with addressing basic compliance and basic awareness then moving to quality; progressive learning. The steps included:

* Basic trainings on SES conducted for all CO staff, planning more in-depth, on-going trainings;
* Establishing a “CO SES Committee” or team (including multi-disciplinary experts across clusters and M&E/Results Based Management (RBM)), to develop and take forward the CO SES Action Plan and play an SES assurance role;
* In Myanmar, a new CO Risk Management Unit was established including a role for SES oversight and assurance;
* Building SES quality assurance and SRM into office procedures (e.g., Cambodia is looking at integrating procedures in their administrative circular);
* Hiring/ed SES expert to support oversight/quality assurance across portfolio;
* Communications from CO senior management on importance of SES for Programme;
* Launch of ongoing series of CO SES Learning Exchange calls/discussions;
* As part of UNDP’s assurance role, ensuring PMUs are trained on SES and all Substantial/High Risk projects have dedicated SES expertise in PMUs

1. The Programme supported coordination across the NCEW, BPPS, and Crisis Bureau SES teams, as well as all Regional Bureaus in the roll-out of this approach including in the three remaining regions: Latin America, Arab States, and Eastern Europe and the Commonwealth of Independent States (CIS).
2. RBAP, RBA and RBLAC have now been producing annual reports and their review indicates that the implementation of the Action Plans is progressing.
3. Under SES work the target for the indicators both at the global level and at the pilot CO level were exceeded as reported by the programme (see *Table 11*). This independent review concurs with that assessment.

**Table 11 Results related to SES as reported by the programme**

| **Expected Outputs – Section 314** | **Output Indicators** | **Data Source** | **Baseline** | |  | | | | | | **Comment** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **2019** | **2022 Target** | **2022 Actual** | **Description** | | 2023 target | **Final (end of project\_target** |  |
| **Global level** | | | | | | | | | | | | |
| **Output 4:** Integrated policy/ programme design in line with UNDP SES, gender equality and women’s empowerment principles | ***4.1*** Number of global and regional webinars/ training conducted on SES for UNDP staff per year | New: Training/ Webinar Tracking Tool | Number | 0 | 4 | *8* | |  | *4* | *14* |  |
| *Pilot countries* | | | | | | | | | | | | |
| *Output 6: Cross-Cutting Pilot Country Work. Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas* | ***6.2*** Number of pilot countries that have received targeted training and technical advice needed to increase level of compliance with corporate SES | Pilot Country Progress Reports | Number | 0 | 6 | 9 | | All COs in Africa region, Asia-Pacific and Latin America & Caribbean have access to SES support, including all 9 pilots | 9 | 9 |  |
| ***6.3*** Number of pilot countries with SES implementation plans |  |  |  | 3 | 8 | | Bangladesh, Cambodia, Nepal, Myanmar, Fiji MCO, Ethiopia, Uganda, Haiti | 5 | 5 | Not yet in Myanmar |

1. ***Sustainability:*** A pool of SES experts has been launched supported by the Regional Bureaus: it was seen as very important for them to have the ownership, which is a positive factor in terms of sustainability. The SES advisor helped with TORs, and knowledge events mostly. Training events for country offices are a large part of those regional action plans, and capacities built is also a positive factor for sustainability. The fact UNDP funded further regional SES experts and RBA funded 10 country office SES experts is also is a good indication for sustainability. However, potential shortage of funding is always a risk. The Programme established a SES Oversight Hub (see Table 12), but needs support in operationalizing it, in part because of the need to fill SES capacity gaps in some of the regions.

**Table 12 Concept for UNDP SES Oversight Inter-Bureaux Coordination Hub:**

|  |  |
| --- | --- |
| **Objectives/ Needs:** | Build a network of SES experts across all regions who provide SES oversight support to Country Offices with the objectives of:   * Ensuring coordinated and aligned SES support/advice provided to COs and project teams to avoid inconsistencies and inefficiencies. * Facilitating cross-Bureaux shared learning and knowledge exchange * Ensuring consistency in and evolution of SES policy interpretation/guidance based on practice and specific context (e.g., building precedent) * Better demonstrating evidence of return on investment in SES oversight capacity in UNDP   **NOTE**: This SES Oversight Coordination Hub will be one part of an evolving and wider **community of practice** to be developed as part of the corporate SES Learning Strategy, and would also include CO SES focal points, SES roster consultants, wider GPN, gender specialists, etc. |
| **Who:** | **Core Group** (~27-30 people):   * RBx SES Focal Points *(5)* * RBx SES Experts *(approx. 15)* * BPPS Effectiveness Group, SES team *(2)* * BPPS NCE Safeguards Team (7-9)   **Expanded Group** (~60-70 people, including core group):   * GPN SES ToT Experts (36)   **Coordinators**: BPPS Effectiveness Group, David Maier, and BPPS NCE, Holly Mergler |
| **How:** | The network and Hub will evolve over time, including as part of the wider community of practice. The below activities are proposed to initiate a coordination mechanism and network for all colleagues involved in SES oversight. |
| *SES Oversight Support Hub in Teams* | Establish and moderate a Teams page for the expanded group with:   * SES precedent tracker * External consultant (ICFA/roster) tracking sheet * CVs of all colleagues * Place to post questions to the group * Place to share case examples, lessons, suggestions * Place to share working drafts of resources not yet available in SES Toolkit (e.g., PPTs) for review/input |
| *Regular coordination/ exchange calls* | Schedule regular meetings (frequency tbc) with the **Core Coordination Group** with a running agenda. Proposed agenda (60 min.):   * Roundtable of short updates by RBx and BPPS (Effectiveness Group and NCE) * Any additional specific issues/topics for discussion   Schedule ad hoc calls for the **Expanded Group**, which will focus on particular topics/cases, determined ahead of time. |
| ***When:*** | Launch in June 2022 |

**Quote 3**

*It's been able to bring dedicated knowledge, attention and capacities, dedicated people to being able to connect the dots on gender equality issues across environment.*

*You really need to have this comprehensive approach to things, and you need time and this is what we get back to having this flexible funding that give us that opportunity.*

*UNDP*

1. *The Programme has achieved impressive results in gender mainstreaming*. The interviewees were unanimous that the flexible approach was instrumental for that. The Programme provided dedicated knowledge and capacity as well as visibility to gender mainstreaming. The Programme had regular and continued discussions between the UNDP Gender Team, Global and Regional Gender Advisors, NCE Regional Team Leaders, and CO management and technical leads. These discussions led to several mainstreaming results and integrated programming, including the *updated UNDP Gender Equality Strategy 2022-2025* with new entry points for delivering gender equality and women’s empowerment in UNDP Signature Solutions on climate, environment, and energy. As one interviewee put it “*it has robust components on gender across all signature solutions that are reflected in the gender equality strategy, which is a reflection of this program because it's building on the lessons learned”.* It has brought increased visibility of gender-nature-climate-energy nexus issues, strengthened engagement with partners; and increased internal coordination and capacity building. The interviewees were also unanimous that the program was instrumental in fostering cross-country fertilization of knowledge.
2. The gender related workstream was felt to be underfunded however. Gender focal points not always had the appropriate terms of reference to promote the programme.
3. **Box 8** features an example with Climate Promise to demonstrate the results related to gender mainstreaming. In general, one of the main areas that has seen significant change is the energy portfolio and the direction of work that the sustainable energy hub is taking forward. The program allowed to demonstrate that energy for development can be a game changer for women's economic empowerment. UNDP’s nature pledge in the same vein as the climate promise has committed to closing gender gaps in 100 countries.

**Box 8: Progress in gender mainstreaming in Climate Promise**

The Climate Promise is an example where UNDP achieved noticeable change in integration of gender and inclusion of gender considerations. 95% of countries (97 out of 102) that have submitted their updated NDCs have included gender consideration in their second generation of national climate action plans - almost double the number of countries to do so in their first generation of NDCs. And in the first round that was only 46%. Countries are prioritizing specific sectors when it comes to gender and climate. So actually, 70% of enhanced NDCs mentioned women in relation to specific sectors and we've seen a great number of countries focusing on specific areas. For example, one of them is food security in relation to agriculture and fisheries, and another one is on energy, as well as freshwater resources. One could also notice many countries working on the key entry points starting to implement the commitments they have in the NDC's like working on capacity building, gender and finance, stakeholder engagement, et cetera.

104 countries reported working to close gender gaps in access to and control of resources, including natural resources such as land, water and fuel, as well as knowledge, infrastructure and technology, through 166 UNDP supported projects financed by the environmental vertical funds (GEF and GCF) under implementation in 2022.

96 countries reported supporting women leadership and decision-making opportunities through 145 UNDP supported GEF and GCF financed projects under implementation in 2022. Much of this work is at the local level, for example, supporting quotas for women in decision making roles in local land or water management committees.

77 countries supported women's cooperatives and collective engagement through 91 GEF and GCF financed projects, including supporting women’s engagement in producer organizations, collectives, self-help groups, cooperatives, labor unions, outgrow schemes and other women-led community-based associations.

1. Some of the most prominent external results included:

* UNDP played active role during the 66th session of the Commission on the Status of Women (CSW66) in March 2022; a full day of events for UNFCCC COP27 Gender Day. It also had active engagement in the Generation Equality Forum convened by UN Women; participated in the CBD COP event on Contributions to a Gender-Responsive Implementation of the Post-2020 Global Biodiversity Framework, and GEF Projects and Programmes (ensured comprehensive gender mainstreaming guidance and tools for UNDP’s GEF and GCF portfolios).
* The Sida funded Gender Advisor guided the preparation, implementation, and follow-up to the Stockholm+50 national consultations. This included gender responsive and equitable guidelines and a series of gender mainstreaming knowledge products based on the outcome of the consultations. UNDP’s [CSW66 high-level event](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fyoutu.be%2FcnFBBJ8AmYE&data=04%7C01%7Cciara.daniels%40undp.org%7C31c6287872ab43c2af5e08da13daace9%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637844127865209521%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=2GBd67%2Bu9L1yRdpNWx7vDnpUP%2BQDP9if%2BWHS6cu3Wvg%3D&reserved=0), co-hosted with the Government of Iceland, brought together women environment ministers from Uganda, Albania, Tunisia and Panama to explore how countries can move from climate pledges to action and spotlighted innovative country work in this area. The UNDP high-level side event on “Catalyzing change with gender-responsive climate-forest finance” demonstrated how gender-responsive approaches can help to tackle larger systematic gender inequalities within complex sectors, such as land tenure, fire management and control and sustainable forest and agriculture value chains.
* During the United Nations Climate Change Conference of Parties (COP) in Egypt UNDP hosted a full day of events for COP Gender Day in the UNDP Pavilion. Of the 28 speakers invited across five sessions, 23 were women leaders from UNDP, Indigenous Peoples organizations, Governments, NGOs, and UN partner agencies. Having so many knowledgeable women speak on what was COP27 gender day was a powerful demonstration of the contribution women make to forest solutions.
* During the Convention on Biological Diversity Conference of Parties in Montreal, the [Kunming -Montreal Global biodiversity framework](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.cbd.int%2Fdoc%2Fc%2Fe6d3%2Fcd1d%2Fdaf663719a03902a9b116c34%2Fcop-15-l-25-en.pdf&data=05%7C01%7Cciara.daniels%40undp.org%7C79f5b6112f5e4d8afdaf08dae351141c%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C638072234642343775%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=6DJsfb4xWmTgyP4idplMnvnh2hN88kc%2B0OBiilboQk4%3D&reserved=0) was officially adopted including two targets to address gender equality as well as a [gender plan of action.](https://www.cbd.int/doc/c/f64f/e1b9/e8da56802bc2c458a56fcefa/cop-15-l-24-en.pdf) UNDP supported the Convention on Biodiversity and its Women’s Caucus to develop the targets and updated gender plan of action leading up to the COP. As a leading member of the GEF Gender Partnership, UNDP participated in the COP event on Contributions to a Gender-Responsive Implementation of the Post-2020 Global Biodiversity Framework and GEF Projects and Programmes.
* Gender equality and women’s empowerment emerged as key priority areas and drivers of sustainable development solutions throughout consultations held in 2022 to mark 50 years since the Stockholm Declaration. Anchored in the Decade of Action, the global ‘Stockholm +50’ Meeting focused on tackling the triple planetary crisis – climate, nature and pollution – and was designed to accelerate delivery of the Sustainable Development Goals (SDGs), the Paris Agreement and the post-2020 global biodiversity framework, and to encourage the adoption of green post COVID-19 recovery plans. As part of preparations for Stockholm+50, UNDP supported [National Consultations](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.sparkblue.org%2Fstockholm50&data=05%7C01%7Cjohana.simao%40undp.org%7Cf0e1fb25adec4e46a6b308da3ce0083f%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637889230148875145%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=BZwjiisuVtKMp9aPX5MmLpUkBPboWCPlL0K0WFgLGnY%3D&reserved=0) in 56 countries, to ensure they were gender responsive and socially inclusive. More than 260 events were held among more than 50,000 people across 56 countries. 46% of participants were women and 14% of participants represented women’s groups. These included dialogues taking a whole-of-society and whole-of-government approach on the main themes of Stockholm+50 in relation to each national context. Participants representing women’s groups, youth, feminist leaders and women’s rights organizations were among the great diversity of voices calling for a healthier planet and more inclusive and sustainable development choices.

1. Change has been visible at the CO level, with many moving away from simple number counting to meaningful solutions in, *inter alia,* women’s participation in decision making, with the financing for gender- mainstreaming increasing dramatically. Bangladesh and Ethiopia were the countries from the pilot list where they have seen the most prominent change with discussions going into social norms, etc. (see **Box 10** and **Box 12**). Six out of Tot 9 pilot countries elected to join UNDP’s internal Gender Seal certification process and all were successfully certified.
2. Sida funding helped to engage more with civil society often with deeper understanding of the challenges and to learn from this.
3. Some of the most prominent internal results related to coordination and advocacy:
   * In 2022, the Climate and Forest team continued to co-facilitate the LAC Gender and REDD+ Working Group with the gender cluster in RBLAC to support country teams to fully integrate a gender approach within UNDP’s GCF-funded REDD+ projects in the LAC region.
   * In 2022, the NCEW team launched an internal coordination group on gender to help connect NCEW initiatives and programmes, strengthen synergies, share knowledge, and leverage expertise across the NCEW and broader GPN teams, including coordinating closely with the Gender Team, for more impactful gender programming to ensure a more cohesive and coordinated NCEW and GPN approach including regional and country teams, and partners.
4. The programme has met the targets for 2022 for both indicators specified for gender-related work at the global level and at the level of the pilot COs (see *Table 13*). This independent review concurs with the assessment.

***Table 13 Results related to gender mainstreaming as reported by the prgramme***

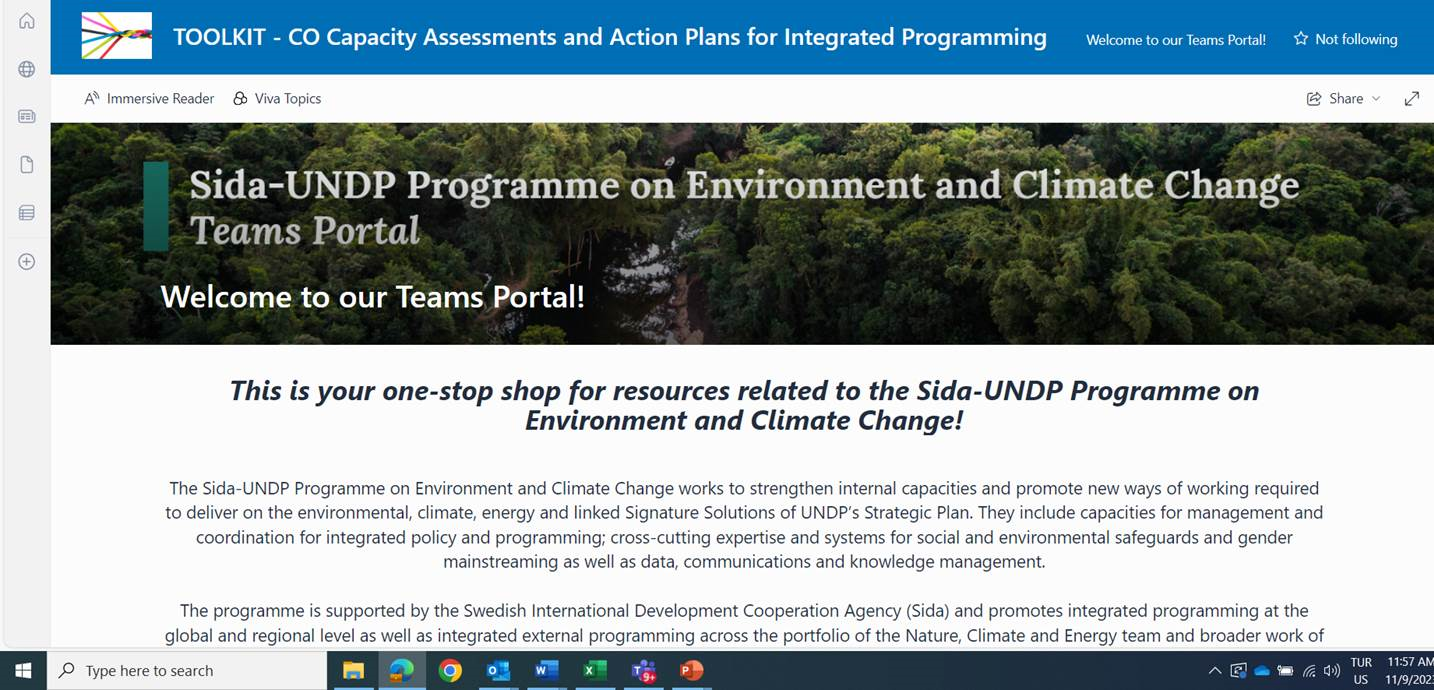
| **Expected Outputs - Section 3** | **Output Indicators** | **Data Source** | **Baseline** | |  | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **2019** | **2022 Target** | **2022 Actual** | **Description** | **2023 Target** | **Final (end of project) target** |
| **Global level** | | | | | | | | | |
| **Output 4:** Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles | ***4.2*** Number of global and regional webinars/trainings conducted on gender per year | New: Training /Webinar Tracking Tool | Number | 0 | 4 | *8* |  | *4* | *14* |
| ***Pilot countries*** | | | | | | | | | |
| *Output 6: Cross-Cutting Pilot Country Work. Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas* | ***6.****4 Number of pilot countries in which gender concerns are integrated into Sida-supported programming* | Pilot Country Progress Reports | Number | 0 | *7* | *9* | There were some delays, particularly with UNDP Nepal; however, all pilot COs are now integrating gender concerns | *9* | *9* |

***Sustainability***

1. Once there is more awareness and sensitivity to integrated approaches there is pressure to deliver and sustain the kind of institutional capacity that is necessary to effectively design and deliver that kind of a programming in a truly transformative way. While there is more institutional capacity on gender and climate, gender and energy, gender and nature- this needs institutionalization. However, for now RBLAC is the only office that has environment and gender officer.
2. UNDP has 70 full time gender specialists working across the organization, but the interviewees reflected that there is still a lack of dedicated expertise on gender and environment issues. And here the Regional Hubs need to be able to play a greater role in providing technical advice and capacity building support with a dedicated expert pool, and hence, the need in more regional specialists that have experience in both gender and environment. As one interviewee put it: “…*Integrated approaches mean for instance fiscal policies… the challenge is going deeper in this integrated approach, going deeper in trying to address the structural problems that we have*”.
3. It is also important to work more with local women’s non-governmental organizations (NGOs) and other partners, the importance of local knowledge cannot be overestimated.

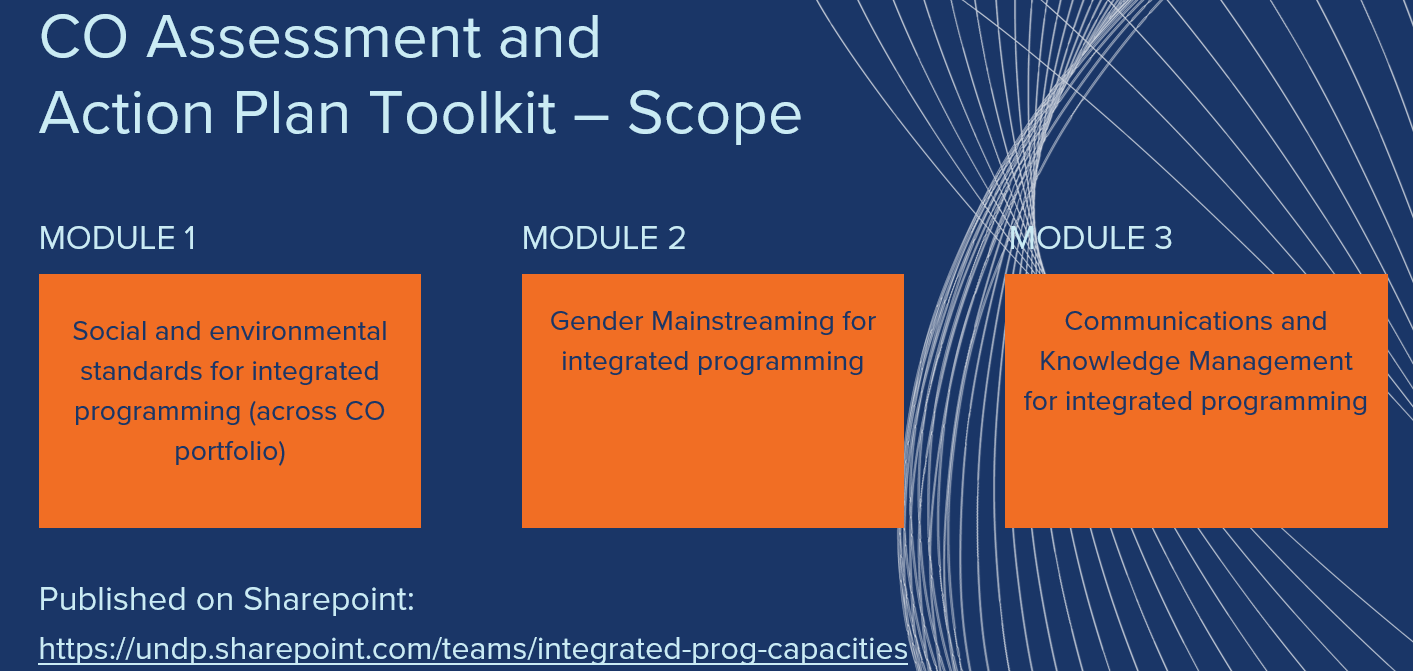
***Output CB5: Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place.***

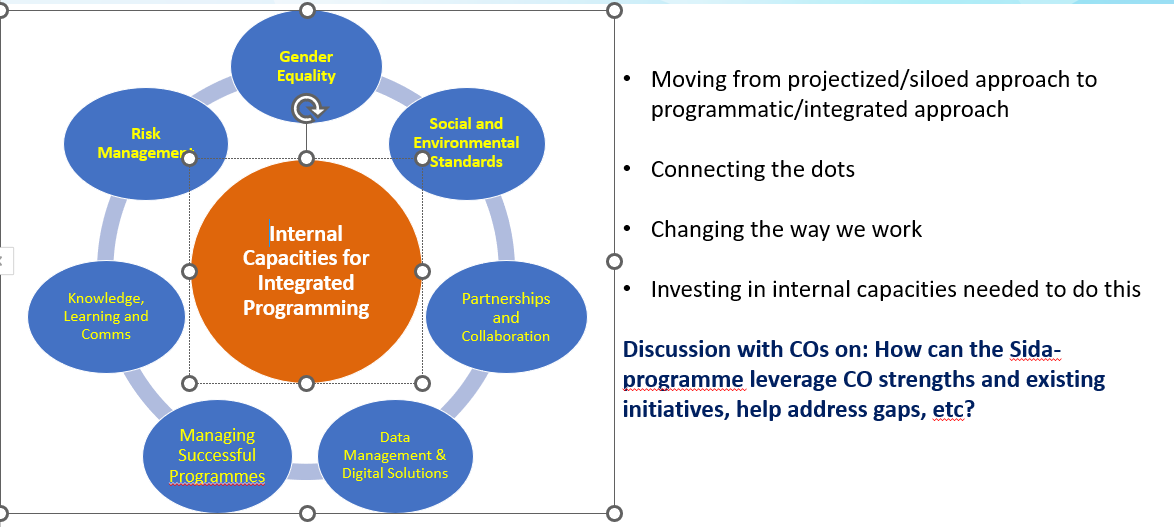
Figure 6: UNDP-Sida Programme on Environment and Climate change Portal

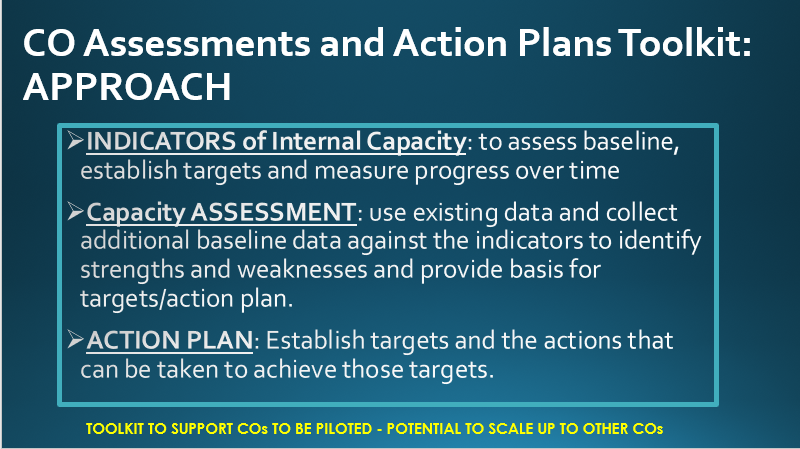


1. *Knowledge management (KM) deliverables included the Program Portal, with a Toolkit and a series of Inter-regional Learning Exchanges on Integrated Programming. There is room for improvement, however, especially on the KM on Sida program per se, especially generating stories and lessons learnt at the centralized level*
2. With Sida and own resources a new GPN Global Knowledge Hub was rolled out (see *Figure 6*) and the Environment Community of Practice was strengthened through digital KM tools such as MS Teams and the SparkBlue collaboration platform. It includes, above all, the integrated programming toolkit developed during year 1 of the Programme (modules on gender, SES and KM, see *Figure 7*), as well as the overall programme information and updates, notes from the Inter-Regional Learning Exchanges on Integrated Programming, country case studies (e.g. on Ethiopian KM strategy, gender trainings, etc.), see *Figure 8* . A range of results, case studies, lessons, and recommendations, including examples of gender-responsive poverty reduction results for women and men, were generated through the KM component of the Programme. This learning and monitoring will leverage support from the Sida Environment and Climate Change Helpdesk’s review of the UNDP system for mainstreaming environment and climate change to identify strengths and weaknesses.

*Figure 7 integrated programming toolkit*







1. The series of Inter-regional Learning Exchanges on Integrated Programming (see *Figure 9*.) was the main vehicle for internal KM and learning established by the Programme. The first event was carried out in 2021 as a series of thematic webinars and an annual inter-regional learning event. In 2022 there was another annual event with a strong focus on exchanging integrated programming solutions and approaches across regional hubs. In 2023, a series of issue-based inter-regional learning exchanges were carried out on Circular Economy and Waste; on SSTC; Data and Digital; SES. More events are planned. The events were very well received by the Regional Hubs and COs, they are usually opened by BPPS Senior Management and supported by the KM Hub. Case studies were shared during the interregional learning exchanges.

*Figure 9: Example of an invitation to an Interregional Learning Exchange*



*Figure 8 Examples of case studies on UNDP-Sida Programme on Environment and Climate change Portal*

|  |  |
| --- | --- |
|  |  |

Box 9. Knowledge products/tools under gender

* Gender Response Tracker with a Green Lens: <https://data.undp.org/gendertracker/>
* UNDP released a [new brief](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.undp.org%2Fpublications%2Fadvancing-gender-equality-national-climate-plans-progress-and-higher-ambitions&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356319554%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=uY0lX7Uj3ldcX6XglchPiocUn1WSTqkLiy%2BqtwDXKME%3D&reserved=0) that highlights the latest data on country progress in integrating gender considerations into their national climate plans. A [new video](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DuJVi9GwLNZ0&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356319554%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=2i4TkEVw%2B6RBVQcMHdONZL5QtyUTDy%2BF49myX4sdi14%3D&reserved=0), [blog](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fclimatepromise.undp.org%2Fnews-and-stories%2Fworld-making-enough-progress-addressing-gender-equality-within-climate-action&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356319554%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=nL8JeSTlEYkyt653f5WKqFRJz6b8H8r9VirbCLKlo44%3D&reserved=0), and [social media cards](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftrello.com%2Fb%2FOThB2NH6%2Fiwd2022-csw66&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356475767%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=lokKYio5FKUe7ghSyMrXMhnZe6QYNySkbsIuAPWRUh8%3D&reserved=0) feature some of this latest data.
* A range of other blogs, stories, videos, social media content took a deeper dive on this year’s CSW66 priority theme, including a [multimedia feature story](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fstories.site%2Fundp%2Finvisible-no-more%2F%3Futm_source%3Dweb%26utm_medium%3Dhomepage%26utm_campaign%3Dgenderandclimate&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356475767%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=bhF1eieGRKZqAPyeM7fUxO0Dr%2FyYRYXFAZaDmPjrolA%3D&reserved=0) on women climate leaders, a [blog](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.undp.org%2Fblog%2Ftracking-gender-sensitive-and-green-covid-19-recovery&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356475767%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=aQfaBS7S6E82ma7IFQcjDY1G0CGIoG2Kf%2FMp1Z2bXFE%3D&reserved=0) on the upcoming gender-green tracker and a [piece](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.undp.org%2Fblog%2Fputting-women-centre-forest-solutions-climate-change&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356475767%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=SvQZ5xx6%2Bt9rBdbi1T6yyhIZq8uVOMJR3gBOtWwSFKI%3D&reserved=0) on putting women at the centre of forest solutions to climate change. The materials can be found in this [UNDP Trello board](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftrello.com%2Fb%2FOThB2NH6%2Fiwd2022-csw66&data=05%7C01%7Cciara.daniels%40undp.org%7C91fdeb6b3e224f2ad77e08da2874cd0a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637866779356475767%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=lokKYio5FKUe7ghSyMrXMhnZe6QYNySkbsIuAPWRUh8%3D&reserved=0).
* March 2022, UNDP Climate and Forests team released: “[The End of Business as Usual: Mainstreaming Gender in Jurisdictional REDD+ Approaches”](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.climateandforests-undp.org%2Fnode%2F6932&data=05%7C01%7Cciara.daniels%40undp.org%7Cc44f56066987454662e908daf3bf9bc1%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C638090301518707377%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=aOqp%2FS0OuDFaofpHVKkFB39TJ7QLPq3eA9oEcnaK5a8%3D&reserved=0)
* At COP27 on Gender Day, the UNDP Climate Promise launched a new Data Platform on NDCs and gender equality: “Advancing gender equality in NDCs: progress and higher ambitions” -  <https://data.undp.org/content/gender-and-ndc>
* UNDP developed a Checklist for Gender Responsive, Socially Inclusive NDC Implementation Plans/Roadmaps. This checklist is offered to UNDP country offices as a tool to support governments to develop gender responsive and socially inclusive NDC implementation plans

[suggest to delete as the comment looks unfinished

1. This work has strengthened the links with other UNDP Communities of Practice (CoP) on Poverty and Inequality, Gender, Governance, and SDG Integration. For some of the outputs the KM activities were more prominent than the others, e.g., in gender mainstreaming, Climate promise, digitalization, etc. (see Box 9).
2. The programme also works closely with UNDP KM Hub on disseminating its knowledge through Communities of Practice on Environment (and other themes), Viva page, SparkBlue and other platforms
3. A large investment in KM and learning was made through the Stockholm+50 activity which resulted in several knowledge products and multiple learning events/platforms. Perhaps more could have been done in terms of the KM on Sida program per se, especially generating stories and lessons learnt at the centralized level, but the corporate guidelines on KM became available only two years after the programme started (the programme contributed to its approach paper which was developed sooner), plus it takes time to generate the results to be mature enough to be wrapped as knowledge product.
4. According to the programme management, all the targets for the 3 indicators were met (see *Table 14)*

**Table 14 Results reported by the Programme for Strengthened KM, M&E and learning systems in place.**

| **Expected Outputs – Section 314** | **Output Indicators** | **Data Source** | **Baseline** | | |  | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year 0 (2019)** | | **2022 Target** | | **2022 Actual** | | **Year 4 (2023)** | | | **Final (end of project)** |
| **Output 5:**  Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place. | ***5.1*** KM strategy developed and implemented for KM for the NCE portfolio, including knowledge generated from Sida Programme pilot country and broader thematic area work | Sida Programme Annual Progress Report | Yes/No | | - | | Yes | | Yes | | Yes | Yes | |
| ***5.2*** UNDP Community of Practice networks (including Poverty and Inequality, Environment and Climate Action, Energy, Gender, and SDG Integration) promote M&E, KM and lessons learned on their platforms drawing from Sida Programme | Sida Programme Annual Progress Report | Yes/No | | - | | Yes | | Yes | | Yes | Yes | |
| ***5.3*** Number of global and regional knowledge products developed per year that draw on lessons learned from the integrated biodiversity, water, ocean, and climate change work supported by this Programme | Sida Programme Annual Progress Report | Number | | 0 | | 3 | | *5* | | *3* | *9* | |

#### *External Programming*

1. *The programme has achieved successful results in all the areas of external programming at the global level.* In addition toproviding funding and co-financing of staff, Sida funding allowed the programme to be more flexible and opportunistic, and this has been more vividly demonstrated in the case for biodiversity. The extent of effectiveness and innovativeness depended on the level of funding (biodiversity had the largest share), the level of baselines, and finally, the extent of constrains imposed by the existing programming plans mattered. In what follows below the 5 areas of external programming are described in more detail

***Output TP1: Biodiversity*** - *Global actions mobilized for increased biodiversity mainstreaming and financing;*

1. *Biodiversity has come up in the interviews for this review as the area where most significant progress has been achieved. It has also been very innovative and opportunistic in reaching out and leveraging new funding and pursuing market-led new avenues*. In what follows below the main achievements are listed. The most notable success is however that the new *UNDP Nature Pledge for 2030* outlines UNDP’s comprehensive support for the *Kunming-Montreal Global Biodiversity Framework (GBF)* and synergies with the Paris agreement and 2030 Agenda. The whole process of the conceptualization of the Nature Pledge was supported by Sida programme. Achievement of the 2030 targets of the GBF is likely to have a massive impact in the progress in biodiversity.
2. The Programme catalyzed the mobilization of $ 235 million for the Global Fund for Coral Reefs from multiple donors including GCF, the Paul Allen Family Foundation, Germany, UK, France, Builders and Minderoo. It has become a blended finance mechanism with $ 100 million grant pot and $ 135 million investment pot. This is one of the big success stories of the programme, and Sida supported it starting from the conceptualization and establishment of the Fund.
3. The Taskforce on Nature-Related Financial Disclosures (TNFD) also supported by Sida aims to redirect flows of private finance from nature negative to positive.  For the first time financial institutions and corporations have the tools to gauge their dependency and impact on nature, and associated nature-related financial risks. This is a critical step that started with UNDP support for the establishment of the TNFD informal working group in 2000, which transitioned into the fully fledged TNFD in 2021.  UNDP catalyzed this unprecedented movement within the finance and business sectors.  TNFD went through an intensive stakeholder consultation and engagement and is likely to have a significant impact. UNDP is on its Stewardship Committee but the concept is market- led. UNDP mobilized 30 mln USD from Germany for capacity building in the countries.[[6]](#footnote-7)

**Quote 4**

*The flexible funding allowed us to be innovative …..SIDA funding contributed to the Nature Pledge and the fact that there is Nature Hub. This is the greatest achievement. The catalytic effect is one of the greatest achievements, and here biodiversity had been the champion.*

*UNDP*

1. With Sida support, UNDP was selected as the lead agency for the Global Environmental Facility (*GEF) -8 Blue and Green Island Integrated Programme* which is expected to catalyse the integration of nature within the fiscal, development and sector strategies, and application of nature-based solutions in food, tourism, and urban sectors. This is the first GEF Programme for SIDS. Sida supported its preparatory phase. The programme is for 150 mln USD, and there are other implementing agencies with UNDP supporting 5 countries and coordinating.
2. A series of high-profile advocacy campaigns for biodiversity and wildlife conservation have been successfully conducted. The Lion’s Share (MDTF) fund (supported by Sida)- one of the project partners, that campaigned on jaguar conservation- worked with a coalition of civil society organizations in Sumatra, Indonesia, to leverage synergies between wildlife conservation, climate change mitigation, and climate resilient community development with strong gender element. Then it transitioned into Nature Facility, a different model, with the transition also supported by Sida (Cartier gave 5 mln USD to the Facility, and there are other UN partners (United Nations Educational, Scientific and Cultural Organization. (UNESCO) in particular). The difference of the model is that it aims at catalyzing private investment focusing on critical landscapes in world heritage sites (UNESCO biosphere reserves)
3. *The Biodiversity Finance Initiative (BIOFIN*) was supported by Sida with its work in a few countries with biodiversity finance plans and their implementation. BIOFIN continued to gain traction with donors with a total of $ 27 million new financing confirmed during COP 15 from Canada, UK, and Norway. A tiger landscape investment vehicle was piloted with potential mobilization of private sector capital between $50 to 200 million per site.
4. With UN Biodiversity Lab seven countries have been supported through the *Essential Life Supported Area (ELSA)* programme (ELSA maps) to mainstream an integrated whole-of-government approach on biodiversity, climate, and environment. In Uganda this informed National Development Plan, in Columbia – Water Resource Management Plan, In Costa Rica- Climate Adaptation Plan, etc.
5. Sida -supported campaigns included *inter alia* the social media campaign *'Counting on Nature'* launched at Convention on Biological Diversity (CBD) Conference of Parties (COP) 15; UNDP’s flagship campaign *'Don't Choose Extinction'* deployed at COP27; and the Nature for Life Hub.
6. Under the biodiversity programmatic area targets for 2022 were surpassed for the global work. As for the pilot country work, out of 3 targets one was not met: no new financing mechanism was established in the Sida pilot countries. However, this independent assessment concurs with the programme’s own assessment, that the programme had a number of important finance related achievements, as discussed and as presented by the programme management in *Table 15.*

**Table 15 Results reported by the programme related to biodiversity**

|  | **2022 Targets** | **2022- Actual** | **Description of results**   **by the Programme management 2022** | **2023 Target** | Final (end of project) Targte |
| --- | --- | --- | --- | --- | --- |
| ***Global work*** | | | | | |
| **A1.1** Number of countries where synergies between biodiversity and climate resilient community development are demonstrated through a range of integrated actions, with strong emphasis on gender and poverty reduction dividends (annual). | 4 | *1* | The Lion’s Share fund continued to provide support for a coalition of civil society organisations in Sumatra, Indonesia, to demonstrate the synergy between wildlife conservation, climate change mitigation and climate resilient community development with strong gender element. With Sida support, UNDP was selected as the lead agency for the GEF-8 Blue and Green Island Integrated Programme which will integrate nature into fiscal, development and sector strategies, and apply nature-based solutions in food, tourism, and urban sectors. Sida support has produced a framework document which will support 15 SIDS countries. The full project development phase will start in July 2023 for full submission to the GEF by June 2024 | *5* | *5* |
| ***A 1.2*** Number of campaigns for biodiversity and wildlife conservation successfully conducted in collaboration with a range of partners | 3 | *5* | The Lion’s Share (TLS) campaign in 2022 on raising awareness of jaguar conservation across Latin America - with Jaguar Parade NYC. Images of biodiversity from the space shared via Twitter. Social media campaigns 'Counting on Nature' and ‘Don't Choose Extinction' deployed for COP 15.  UNDP launched the Nature for Life Hub for the 3rd year- home to historic commitments for nature and communications campaign, with #NatureForLife received 820 million social media impressions, with 400 million for #EquatorPrize, totalling over 125 million social media users | *3* | *3* |
| ***A 1.3*** Amount of new innovative global financing mobilised in support for nature | 80 million | 89 million | The Programme catalysed mobilization of $ 235 million (60 million additional to 2021) for capitalizing the Global Fund for Coral Reefs from GCF, the Paul Allen Family Foundation, Germany, UK, France, Builders and Minderoo: a blended finance mechanism with $ 100 million grant and $ 135 million investment pot.  UNDP BIOFIN received $ 27 million (COP 15) from Canada, UK, and Norway.  The tiger landscape investment vehicle piloted with potential private $50 to 200 million per site. | 100 million | 100 million |
| Pilot country work | | | | | |
| ***B 1.1*** Number of pilot countries with Nature Based Solutions fully integrated in UNDP country projects and programmes | *7* | *7* | Essential Life Supported Area (ELSA) have been used by   * Colombia for IWRM plans, and Uganda’s National Development Plan. * Costa Rica - to inform plans for ecosystem-based CCA and PES, and the State of the Environment Report * South Africa- to inform spatial priorities for BIOFIN. * Peru, to inform green recovery efforts. * Kazakhstan - to identify opportunities for land restoration. * Cambodia - to strengthen a national ecotourism approach. * Haiti - to show how protecting mangroves can reduce coastal disaster impact, limit soil erosion/landslides, and how agroforestry can conserve biodiversity, improve livelihoods, and sequester carbon | *9* | *9* |
|
|
| ***B 1.2*** Number of policy decision making tools demonstrated providing critical information for biodiversity, climate, and sustainable development planning and actions | *3* | *12* | [Countries have been supported with the ELSA mapping, which brings together line ministries to use the UN Biodiversity Lab to generate consensus on land use. More details are found in this ELSA booklet and these videos www.mapsofhope.org.](http://www.mapsofhope.org/) | *4* | *4* |
|
| ***B 1.3*** Number of pilot countries with innovative financing mechanisms established for financing for the Post 2020 Global Biodiversity Framework including fiscal reform e.g., subsidy repurposing | *3* | *0* | no new financing mechanism, but (a) tiger landscape financing work was initiated in Cambodia in 2022; (b) In Colombia an assessment of agricultural harmful subsidies and an action plan was concluded; (c) Through BIOFIN, Cambodia, Uganda, Nepal, and Colombia, initiated a subsidy review and repurposing planning | *4* | *4* |

1. ***Sustainability***. No particular risks to sustainability could be identified due to mostly market-led instruments promoted by the Programme.

***Output TP3: Water and Ocean Governance*:** Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally;

1. *For the Water and Ocean Governance programme area, Sida funds allowed UNDP to achieve significant positions in thought leadership, provide country support and demonstrate UNDP model innovation challenge modality.*
2. While UNDP always had a strong mandate related to Oceans its engagement in freshwater has been quite important but somewhat dispersed. Using Sida funds UNDP prior engagement in Water and Oceans Governance (projects that had at least 1 water (broadly defined) related component) was catalogued, and for the last 5 years amounted to 914 projects worth 8.11 billion USD. Sida funding allowed to capture lessons and share with COs and external partners and across the technical and regional hubs. Work in the transboundary area was always funded through the vertical funds. Sida helped to expand into areas that the vertical funds did not allow for, and this could be grouped into 4 categories:

* ***Thought leadership*** – Sida funding allowed UNDP to take an active role in global water fora. For example, in 2022, UNDP supported preparations for the long overdue UN 2023 Water Conference, its implementation and follow-up in 2023. UNDP contributed to the 2022 World Water Development Report on groundwater with the UNDP-SIWI Water Governance Facility UNDP also contributed a chapter on Water Governance to this report, independently of SIWI.
* ***UNDP Country Office support*** – before the Sida programme, UNDP did not have a mechanism to respond to the requests from the COs/national governments; now this is pursued. In addition, UNDP, as a Task Team Leader in UN-Water is also coordinating with FAO and UNICEF on support to countries. There is a growing need for country support due to climate change. With Sida support, UNDP has strengthened national frameworks for water and coastal resources management -including in relevant pilot countries- through Governance, Accountability and Learning for Water Sustainability (GoAL-WaterS). Pilot counties supported on water and coastal management included Bangladesh, Cambodia, Colombia, Haiti, and Uganda. The following countries have been supported by GoAL-WaterS in 2022 beyond Sida Programme pilot countries: Laos, Jordan, and Bosnia and Herzegovina. UNDP contributed to the UN’s work on SDG 6 country acceleration case studies in Pakistan, Senegal, and Costa Rica, where UNDP supported research for the Water Resource Protection Tariff. In addition, through UNDP RBA Borderlands Center the following countries were supported: Somalia, Kenya, South Sudan, and Ethiopia.
* ***CAPNET-*** global water partnership project, that provides support on capacity development and enhancement; and
* ***Ocean Innovation Challenge (OIC),*** which was added after the 2017 UN Ocean conference, demonstrating the application of the UNDP model innovation challenge modality (including mentoring support) with the view for upscaling and replication. It turned out to be catalytic, raising funds from Norwegian Agency for Development Cooperation (Norad) in the amount of 3.7 mln USD. Through the OIC, for sustainable fisheries 17 ocean innovators have been supported through the first two rounds. The third Call for Proposals was launched in February 2022 with a focus on Marine Protected Areas, Area-Based Management, and Blue Economy. 4 OIC Innovations on this began in February 2023.

1. Thus, it could be claimed that the Sida Programme enabled UNDP to close the gap in advisory and country support on water building upon its vertical funds programming. But there is room for improvement and a potential way forward. Inter alia, the programme is to be more catalytic, as there are financing opportunities that could be accessed, but UNDP has to solidify its offer and also publicize it and approach a larger spectrum of actors. As an example, there is the UNECE -led transboundary water coalition and also WB-led transboundary water facility being developed, both interested in working with UNDP. Sida funding was critical to build the foundation to do that. UNDP has a strong potential to do strategic environmental assessments at the country level, and also enlarge its engagement in integrated Water Management (IWRM)
2. Sida funded work has allowed UNDP to expand its partnerships related to water-sector related support. For example:

* Through UN Water: UNDP is a member of its Steering Committee and a number of working groups, including a group on country support group with FAO and UNICEF (FAO was developing country roadmaps at the time of writing these report);
* UNDP is coordinating with FAO, UNICEF and the WB the work with the Africa Borderland Center; and
* UNDP funded a feasibility study related to the Africa investment program on water through the African Union, etc.

1. Related to adaptive management, the flexibility provided by the Sida programme has been essential:

* OIC is an example, as initially the operational and oversight requirements were not well appreciated, and the adaptive changes allowed to modify this;
* Support from Shared Water Partnership (water and conflict) allowed to close some gaps in vertical funds, funding some work between countries.

1. All 4 targets for the global-level were met in 2022 (see *Table 16*). This review overall agrees with the assessment, except that Haiti has not as yet achieved indicator B.2.1
2. ***UNDP’s Integrated SIDS Offer,*** called Rising Up for SIDS, helps SIDS advance national priorities during the pandemic recovery and beyond. Aligned with the S.A.M.O.A. Pathway, Paris Agreement, and 2030 Agenda, with an annual value of $466M, this work is closely aligned with other UNDP NCE and GPN portfolios. UNDP strengthened its support to Country and Multi-Country Offices on the SAMOA Pathway, blue economy and blue finance, the future of tourism, renewable energy transitions, digital finance, and satellite imagery for climate adaptation. UNDP has established strong internal SIDS-SIDS networks to support knowledge sharing across regions. The work is supported by the SIDS Data Platform, the only database of its kind dedicated to SIDS.

**Table 16 Results reported by the programme related to Water and Ocean Governance**

|  | **2022 Targets** | **2022- Actual** | **Description of results** **by the Programme management report 2022** | **2023** **- Target** | Final | Comment |
| --- | --- | --- | --- | --- | --- | --- |
| *Global* | | | | | | |
| ***A 2.1*** Number of innovative and scalable solutions to ocean challenges identified and supported in countries | *14* | *17* | 8 innovators for cohort #1 on Marine pollution and plastics, and 9 innovators for cohort #2 on sustainable fisheries | *21* | *21* |  |
| ***A 2.2*** Number of countries with enhanced institutional capacities for sustainable water management | *15* | *17\** | With Sida support, UNDP has strengthened national frameworks for water and coastal resources management including in relevant pilot countries through GoAL-WaterS: in Bangladesh, Cambodia, Colombia, Haiti, and Uganda. The following countries have been supported by GoAL-WaterS in 2022 beyond Sida Programme: Laos, Jordan, BiH. In addition, through UNDP RBA Borderlands Center the following countries were supported: Somalia, Kenya, South Sudan, and Ethiopia. UNDP contributed to the UN’s work on SDG 6 country acceleration in Pakistan, Senegal, and Costa Rica, where UNDP supported research for Water Resource Protection Tariff. | *20* | *20* |  |
| ***A 2.3*** Number of countries with enhanced policy frameworks for sustainable water management | *5* | *5* | BiH, Cambodia, Costa Rica, Jordan, Laos | *6* | *6* |  |
| ***A 2.4*** Number of global, regional or local initiatives that support integrated solutions for SDG 6 Acceleration | *15* | *33* | 12 publications supported through the GWOGSP in 2022 and interventions at 21 different global and regional events) | *20* | *20* |  |
| *Pilot Country Work* | | | | | |  |
| B 2.1 Number of pilot countries with freshwater and coastal resources management frameworks strengthened at local or national level | 3 | *4* | Colombia, Cambodia, Haiti, Bangladesh | *6* | *6* | *Haiti is not there yet. There is a Project proposal to GCF* |

**\*** *NB: : This is a deviation from the Annual report, which states 13 countries*

**Sustainability**

1. There is already an example, where a country government has picked up and continued the work started with Sida support: Government of Costa Rica has picked up the work on legislative changes under Peace for Oceans (related to OIC) initiative, also promoting it within UN.
2. Apart from the need to have senior Water Adviser, there is a need to explore funding opportunities with non- traditional donors (e.g., CAF- Latin American and Caribbean development Fund, private sector).

***Output TP3 Integrated Climate Change Work.*** *Integrated support enhanced to deliver on climate action and sustainable development outcomes;*

1. *In Climate area, Sida support allowed for a more integrated approach to the NDC support through synergies between NDCs, NAPs, and other SDG priorities and enhanced UNDP offer on climate change adaptation*

Through the [*Climate Promise*](https://climatepromise.undp.org)*,* Sida funding allowed for a more integrated approach to the NDC support, for UNDP facilitating synergies between NDCs, NAPs, and other SDG priorities.[[7]](#footnote-8)I

Quote 5

*…. Enabling aspect has been the most important in SIDA support…*

*UNDP*

1. In 2022, the focus of UNDP Climate Promise support shifted from NDC preparation to implementation through sovereign plans for investment in key engines of sustainable development such as energy, nature-based solutions (NbS) and forests, agriculture, transportation, and green economy. Around 67 countries, representing 24% of global emissions, are now moving from pledge to impact by implementing their NDCs with UNDP and partner support under the second phase of the Climate Promise. More countries joined in 2023.
2. With Sida support the technical advisers were able to inform global processes such as the Global Stock-take as well as country-based support in the form of databases, dashboard, and analytics on NDC progress. Interviewees reflected that this data work was very helpful allowing to generate and disseminate data, information, and knowledge on UNDP’s support to NDCs and its links to other Programmes.
3. Adaptation Planning support is ongoing or planned in at least 27 countries[[8]](#footnote-9) aligned with Climate Promise support to the NDCs[[9]](#footnote-10).  Sida funding allowed to access GCFs Readiness support (in at least 5 countries), as well as provide more nuanced support, sending experts covering such topics as M&E, risk assessments, and alike (which otherwise would have been unlikely).
4. Sida funding allowed to improve internal knowledge management on adaptation planning with countries sharing information on mainstreaming adaptation through the National Adaptation Plan (NAP) processes. Regular Thematic Exchanges among NAP projects took place. Knowledge management in 2022 included support to a COP27 Resource Portal, with, *inter alia,* two publications (a COP-27 flagship report and interactive landing page: *How Just Transition can help deliver the Paris Agreement and Gender responsive and socially inclusive public climate finance*). Sida funding allowed to deliver training and awareness arising workshops on adaptation to climate change to the *Coalition of Finance Ministers*. Knowledge sharing has been mentioned as one of the areas where Sida support was instrumental, as no other funding would have been available for that.
5. Sida funding allowed to work on integration of the support between vertical and non-vertical funds.
6. To support alignment and drive implementation, UNDP is supporting Bangladesh, Cambodia, Cote d’Ivoire, Ecuador, Mali, and Suriname, to implement the United Nations Secretary-General’s (UNSG) Adaptation Pipeline Accelerator Initiative (APA) which is implemented with UNDP’s climate change adaptation cluster and in-kind staff time contributed through the Sida Programme.
7. All the targets for 2022 both at the global and country level were met (see *Table 17).*

**Table 17 Results reported by the programme related to Climate**

|  | **2022**  **Targets** | **2022- Actual** | **Description of results reported** **by the Programme management 2022** | **2023 Target** | Final |
| --- | --- | --- | --- | --- | --- |
| ***Global*** | |  |  |  |  |
| ***A 3.1*** Policy advocacy and knowledge strengthened on NDC enhancement and implementation, including the Climate Promise | Yes | Yes | Sida-supported technical advisors informed global processes such as the Global Stock-take and other UNFCCC processes while improving country support. Strengthened database, dashboard, and analytics on NDC progress, which, inter alia help to track all UNFCCC parties and their climate ambition through NDCs, as well as progress over 12 thematic areas, including gender mainstreaming, youth, and green recovery. KM in 2022 included support to the COP27 Resource Portal, which helped UNDP to advocate, communicate, and engage more strategically within UNFCCC processes. Knowledge and data were also provided to the Executive Office of the Secretary General (EOSG)’s Climate Action Team. Building on UNDP’s 2021 NDC Outlook Report on the State of Climate Ambition, in 2022, five regional State of Climate Ambition snapshots were prepared. A knowledge catalogue was created to document national, regional, and global reports. Sida-funded staff provided data and analysis for two publications: a COP-27 flagship report and interactive landing page: How Just Transition can help deliver the Paris Agreement also in French and Spanish; and Gender responsive and socially inclusive public climate finance.  Sida support helped to improve internal KM on adaptation planning. 10 Thematic Exchanges among NAP projects (34 countries) started in 2022. Ten NAP Thematic Exchanges took place in which approximately 400 colleagues participated. | Yes | Yes |
| ***A 3.2*** Number of countries with greater alignment between NDCs, NAPs and development and sectoral plans and budgets to advance the SDG agenda | *25* | *27* | Sida Programme allowed adaptation Planning support in at least 27 countries, ensuring that NAP is aligned with Climate Promise support to the NDCs.  UNDP is supporting Bangladesh, Cambodia, Cote d’Ivoire, Ecuador, Mali, and Suriname, to implement the UNSG’s Adaptation Pipeline Accelerator Initiative (APA) -part of the CP2 portfolio and implemented with UNDP’s CCA cluster (in-kind staff time through the Sida Programme. | *30* | *30* |
| ***Pilot Country Work*** | | | | | |
| ***B 3.1***Number of pilot countries with data, knowledge and capacities strengthened to enhance and implement NDCs | *8* | *9* | Direct support has been provided to 9 pilot countries under the Sida-UNDP Programme to strengthen data, knowledge, and capacity to enhance and implement NDCs. All 9 countries completed activities under the first phase of the Climate Promise in 2021. | *10* | *10* |

1. ***Sustainability*** There are positive news in that (a) in many ways country capacities have been strengthened and (b) secondly, they have been able to absorb some of the data work into other existing programs and also local capacity was built. But the risk to sufficient adaptation financing remains significant.

***Output TP 3: Energy*** *Barriers to renewable energy access removed to increase investment and access to sustainable energy for all;*

1. S*IDA was essential in deploying the de-risking renewable energy investment framework to a larger number of countries, in providing countries with advice on carbon pricing and fossil fuel subsidy reform, and in at promoting financial aggregation mechanism for low carbon energy assets.*
2. UN-Energy ambitious target of delivering energy access to 500 million people by 2025 and accelerating a just energy transition was the key driver for the Sida-supported work. 2022 marked the first full year of operation of UNDP’s Sustainable Energy Hub, a platform to catalyze UNDP-wide work on energy for development. For the portfolio on climate change mitigation and sustainable energy that funding has been essential to strengthen the team and to support strategic initiatives.
3. Sida funding was essential in deploying the “*De-risking Renewable Energy Investment (DREI)”* methodology to large number of countries, developing and now implementing the de-risking renewable energy investment framework. This is a framework that has been developed by UNDP to support country initiatives, finding cost reduction levers to promote investments in renewable energy including smaller scale interventions such as mini grids for energy access and through the support of the seed funding they have been able to strengthen the work with the deployment of this methodology and in particular embedding it as part of the Africa mini grid program, which is a large UNDP initiative on energy access, that is directly implemented by UNDP; Sida funding has allowed to bring on board experts to strengthen the delivery of this tool to inform programming work.
4. Sida support has been instrumental for the design of the *flagship* *Africa Minigrids Program (AMP) ($45 million),* which seeks to attract commercial capital to solar-battery minigrids. 21 countries will be supported with the design and implementation of policy and financial de-risking instruments as part of the AMP, using a variety of tailored policy and financial instruments to de-risk investment opportunities for the solar-battery minigrids, including productive use opportunities. Thanks to Sida funding, UNDP has advanced the work on *toolkits, such as the minigrid pilot toolkit*, which is expected to help governments with public instruments in minigrids. The AMP was formally launched at COP27.
5. 8 countries were provided with *advice on carbon pricing and fossil fuel subsidy reform.* under UNDP’s *Carbon Payments for Development (CP4D) initiative***:** UNDP provided Article 6 readiness support in Georgia, Ghana, Malawi, Morocco, Peru, Senegal, Ukraine and Uruguay. UNDP also provided Article 6 implementation support in Ghana (authorized project – methane reduction in the rice sector), Vanuatu (solar power and fuel switch to biofuels), Ukraine (fixing gas leaks, biomass, energy efficiency), and Peru (methane reduction in the rice sector). Through the NDC Support Programme, supported development of a carbon registry and Article 6 framework in Vanuatu. This work has been essential in placing UNDP in a thought -leadership position related to carbon pricing.
6. Sida supported the “*Climate aggregation Program”* (07/2022) - a strategic initiative for UNDP to promote financial aggregation mechanisms for low carbon energy assets. Sida allowed to strengthen the technical team working on the financial innovation challenge which is supporting the private sector in developing innovative mechanisms to promote investment. Sida funding supported the complementary technical staff. This is a good example of integration, as the work brought together several units, including the Sustainable Finance Hub, RBA and UNCDF as well as countries, in particular Rwanda and Uganda.

**Quote 6**

*The programme amplified the impact on the ground of our work on energy*

*UNDP*

1. Sida funding allowed for high *level representation and engagement in strategic global events* such as the Sustainable Energy for All (SE4ALL) Forum, the High-Level Dialogue on Ener, and COP 27; etc.
2. Under the strategic intervention funded by GEF “*Net zero nature, positive integrated program”* Sida funding helped 6 countries (through the experts to access the funding).
3. SIDA has improved the work on SES in energy: there is a focal point on social environmental safeguards for energy. [NB: there is also a *gender and energy* specialist – not Sida funded].
4. Sida funding indeed promoted a more integrated approach moving away from a siloed approach before. Now a sustainable energy hub exists and how the climate hub is structured show this new vision for an integrated approach and how to articulate those topics across the organization. There is a significant effort to further articulate energy work across UNDP and really focus on the Nexus areas of energy for development, connecting the dots between energy and health and energy and water, energy and food etcetera
5. One of the three targets for the global level work for 2022, namely *“the Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied (DREI)”* was not met (see *Table 18*). This independent review agrees with the self-assessment

**Table 18 Results reported by the programme related to Energy**

|  | **2022 Targets** | **2022- Actual** | **Description of results reported by the Programme management 2022** | **2023 Target** | Final |
| --- | --- | --- | --- | --- | --- |
| Global country work | | | | | |
| ***A 4.1*** Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied | *10* | *5* | DREI analyses were completed in Cote d’Ivoire, Burkina Faso, Chad, Mali, and Senegal. The DREI diagnostics for the Africa Minigrids Program were planned | *14* | *14* |
| ***A 4.2*** Number of countries provided with advice on carbon pricing and fossil fuel subsidy reform | *6* | *8* | under UNDP’s Carbon Payments for Development (CP4D) initiative, UNDP provided Article 6 readiness support in Georgia, Ghana, Malawi, Morocco, Peru, Senegal, Ukraine and Uruguay.; and also - in Ghana (authorized project – methane reduction in the rice sector), Vanuatu (solar power and fuel switch to biofuels), Ukraine (fixing gas leaks, biomass, energy efficiency), and Peru (methane reduction in the rice sector). Through the NDC Support Programme, supported development of a carbon registry and Article 6 framework in Vanuatu | *8* | *8* |
| ***A 4.3*** Number of countries supported on design and implementation of policy de-risking and financial de-risking instruments | *14* | *21* | Sida support has been instrumental for the design of the flagship Africa Minigrids Program, supporting 21 countries on attracting commercial capital to solar-battery minigrids. The national projects use a variety of tailored instruments to de-risk investment opportunities, including productive use opportunities. A minigrid pilot toolkit was produced. The AMP was formally launched at COP27 | *16* | *16* |
| ***Pilot Country work*** | | | | | |
| ***B 4.1*** Number of pilot countries where integrated energy activities are underway, including support for energy access and last-mile electrification, which benefits local communities, including women and rural households. | *3* | *12* | In Africa, 12 countries have implemented pilots for energy access and started identification of country opportunities to scale up UNDP’s energy access programming, focusing on mini-grid scale-up, productive use and clean cooking. The pilots include the installation of a green-mini-grid in one of Gambia’s most isolated off-grid communities; the revitalization of the Mashaba 100kw solar minigrid in Zimbabwe, which supplies power to 2 irrigation systems, 15 businesses, 1 clinic, 1 primary school, and community water pumping; and the hybridization of the pico hydroelectric power station of Bolodou with a 20 kWp solar power plant in Guinea. | *5* | *5* |

1. **Sustainability:** Capacities have been built, which is an essential building block for sustainability. The strategic topic that was supported by Sida on energy finance is now fully embedded into the sustainable energy hub as one of the pillars, with the other two being energy access and energy transition. This institutionalization is also a positive factor for sustainability. Plus, Sida funding enabled leveraging other funding, e.g., through experts that are supporting the African minigrid program: Sida funding allowed to amplify this work and provide additional technical expertise to this program, and so contributed to resource mobilization.

***Output TP5: Food systems*** *Catalyses integrated solutions to address food system sustainability and resilience;*

1. *Sida funding was instrumental in creating UNDP’s Food and Agricultural Commodity Systems (FACS) practice that fostered integrated programming related to food systems* *helping to establish UNDP‘s credibility related to food systems.*
2. SIDA funding was instrumental in creating UNDP’s Food and Agricultural Commodity Systems (FACS) practice that emerged from the UNDP’s commodities team. Sida Programme funded 3 professional positions. In terms of the bigger picture, Sida funding was instrumental in solidifying UNDP’s role related to food systems, bolstering its credibility: for the 2021 Food Systems Summit, it actively engaged in several thematic action tracks and -co-chaired the UN Food Systems Summit Task Force.
3. Sida funded UNDP portfolio review that identified US$ 4 bln portfolio related to food systems. This exercise and collaboration have resulted in Bill and Melinda Gates Foundation (BMGF) agreeing to fund work around on food systems monitoring, learning and evaluation in the amount of 2 mln USD.
4. The UNDP FACS strategy was developed before the Sida funding but the funding allowed to transform how UNDP thinks about food systems and in operationalizing it - linked to Nature, Climate, Energy, SDG portfolios.
5. One of the FACS team’s objective is to support UNDP global, regional, and country teams to strengthen their FACS-related portfolios. The COs can approach the FACS practice and request review of the projects. According to 2020 report, 7 global and national projects have been aligned with the UNDP FACS strategy. The FACS practice has also produced a Food Systems Guidance Note.
6. Thanks to Sida funding, the FACS team implemented a UNDP-wide FACS network that helps connecting people from different global, regional and country teams working on topics related to food and agriculture and thereby fosters integrated programming. The FACS team works with other teams, having focal points there (e.g., gender focal point in food systems, water focal point in food systems, regional FACS focal points, etc.)
7. UNDP has been collaborating with FAO through:

* a joint UNDP-FAO *Food Systems Country Support (FSCS) Programme*, finalized in early 2023, which is set to get funding in the amount of 10 mln Euros from the BMZ,
* ongoing implementation of the UNDP-FAO project ‘’Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA [[10]](#footnote-11))’’, the conceptualization of which was helped by Sida funding;
* An advocacy campaign was launched to disseminate messages from the UNDP-FAO report: “*Groundswell – Unlocking the Potential of Smallholders for Inclusive, Resilient and Sustainable Food Systems*”, which outlines policy and financial instruments for smallholder farmers; and.
* Together with FAO and UNEP a draft multi-stakeholder collaboration tool for food systems transformation (Rethinking our Food Systems: A guide for multistakeholder collaboration) was finalized in 2022 and piloted in Uganda.

1. With co-financing from the Good Growth Partnership (an initiative under a GEF project) the Food Systems report in 2022 showed how to work more systematically to advance sustainable food system especially related to deforestation. With co-financing from the Green Commodities Programme and the Good Growth Partnership, the Conscious Food Systems Alliance (COFSA) – the Secretariat of which was funded by Sida - has reached over 120 members in 2022.
2. All the targets for both global and pilot country level work were met (see ***Table 19***). Having said that the level of support from the HQ to pilot countries was not strong enough, for a variety of reasons (including the desire of the COs to engage the global teams) and this was different across the pilot countries.

**Table 19 Results reported by the programme related to food systems**

|  | **2022 Targets** | **2022- Actual** | **Description of results as reported by the Programme management 2022** | **2023 Target** | Final |
| --- | --- | --- | --- | --- | --- |
| *Global level* | | | | | |
| ***A5.1.***  *Number of global or regional initiatives that support integrated solutions to address food systems sustainability and resilience* | *4* | *4* | With co-financing from the Good Growth Partnership, the second cycle of the Food Systems co-inquiry conducted in 2021 finalized and launched its report in 2022 on how to work more systematically to advance sustainable food system. A third cycle was conducted in 2022 and focused on: 1) Programme Design for System Change - 20 participants from 15 organizations; and 2) Working with Power and Conflict - 20 participants from 15 organizations. Cycle 3 report will be launched in 2023.  With co-financing from the Green Commodities Programme and the Good Growth Partnership, the Conscious Food Systems Alliance (COFSA) has reached over 120 members in 2022. COFSA has finalized its Manifesto, Theory of Change, a Service Offer to UNDP COs and a Community Space. A prototype intervention started with the UNDP Costa Rica project on “Integrated Management of Transborder Water resources of the Sixaola River Basin shared by Costa Rica and Panama”. Technical assistance has also been proposed to UNDP Peru for a project on “Sustainable Production Landscapes in the Peruvian Amazon”.  Following the launch at COP26 in Glasgow in 2021 of the roadmap of how producer and consumer countries´ governments can achieve global and national objectives in line with the UN Food Systems Summit (UNFSS), the FACT (Forest, Agriculture & Commodity Trade) Dialogue remained dormant until its new Secretariat was recruited and resumed activities in the second half of 2022. UNDP with FAO and TFA decided to explore collaboration with the new Secretariat in 2023 in the context of the UNFSS coalition of action on Halting Deforestation and Conversion from Agricultural Commodities. | *4* | *4* |
| ***A 5.2*** Number of joint food systems resilience programmes, initiatives and campaigns designed and implemented with sister agencies including UNEP and FAO, and other partners with clear linkage with the UN Food System Summit and follow ups | *4* | *6* | An advocacy campaign disseminated messages from the UNDP-FAO report “Groundswell – Unlocking the Potential of Smallholders for Inclusive, Resilient and Sustainable Food Systems”.  With co-financing from UNDP, FAO and UNEP, a multi-stakeholder collaboration tool for food systems transformation was finalized in 2022 with inputs from the Uganda pilot. The UNFSS Post Summit initiative (UNDP and FAO) scoped out in 2022 (funding from Ireland) led to the design of the Food Systems Country Support (FSCS) Programme (being finalized in 2023), with fundraising by the UNDP FACS team and Crisis Bureau. UNDP is a member of the Multi-stakeholder Advisory Committee (MAC) of the One Planet Network (OPN)’s Sustainable Food Systems (SFS) Programme with FAO, UNEP, and IFAD; is engaged in two of its working groups (1) mainstreaming food systems and the SFS approach; and 2) support implementation of SFS National Pathways; and was in organization committee of its 4th global conference (April 2023), that launched a multistakeholder collaboration tool.  UNDP and FAO collaborate since April 2022 to design a Food System Integrated Programme under GEF-8 led by FAO and IFAD. The programme´s Global Coordination Project design started in 2023 | *4* | *4* |
| ***A 5.3*** Number of projects in the UNDP FACS portfolio strengthened to ensure they are aligned with the UNDP FACS strategy | *4* | *7* | The FACS team helped to strengthen 7 global and national projects to align with the UNDP FACS Strategy in 2022, and fostered integrated programming in the FACS portfolio through:  (i) Periodic update and analysis of the FACS Portfolio;  (ii) Guidance Notes for FACS Programming, including (a) an Integrated Offer to UNDP COs aligned with the FACS Strategy; (b) a Guidance Note for FACS programming under GEF8 for to RTAs and COs disseminated through the RTLs and FACS Focal Points; (c) Presentations on the FACS Strategy and Integrated Programming for to Environment Focal Points in RBA and RBAP; and (d) Presentation on the FACS Offer to RBLAC thematic teams.  (iii) Support to global and regional FACS related projects, e.g., the global FAO/UNDP ‘’Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)’’ to ensure alignment with FACS strategy, the Effective Collaborative Action (ECA) and Private Sector engagement principles.  (iv) Support in the strengthening of countries’ FACS portfolio for alignment with the FACS strategy, e.g. in UNDP Mongolia and UNDP Indonesia (the latter led to hiring of a FACS Coordinator co-funded by several projects)  (v) Responding to ad-hoc requests from UNDP COs to strengthen FACS related projects (Lao PDR, Madagascar, Ghana, and Afghanistan).  (vi) Supporting learning needs of FACS practitioners at UNDP, e.g. with FACS Community digital platform and learning events; etc. | *6* | *6* |
| Pilot Country work | | | | | |
| B 5.1 Number of pilot countries with projects addressing food systems with a holistic approach and/or integrating agroecology principles in their strategies. | *3* | *3* | In 2022, Colombia, Uganda and Bangladesh COs were supported to address food systems with a holistic approach and/or integrating agroecology principles in their strategies. For instance, in Uganda, the need to strengthen capacity of Food Systems stakeholders to adopt system approaches was identified and a training on system leadership was scoped out and will be delivered through SCALA Uganda. | *3* | *3* |
| B 5.2 Number of pilot countries with projects supporting active multistakeholder collaboration for food systems transformation. | *3* | *3* | In 2022, Colombia, Uganda and Bangladesh COs were supported to implement their multiyear workplans through multistakeholder collaboration on food systems. CO representatives participated in trainings on multistakeholder collaboration on food systems as part of the FACS Community and Uganda pilot tested the joint tool developed by UNDP, FAO and UNEP. | *3* | *3* |

***Output TP6: Stockholm+50*** ***Preparations.*** *Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference*

1. Sida supported national consultations for the global meeting [“Stockholm+50: a healthy planet for the prosperity of all – our responsibility, our opportunity”](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.stockholm50.global%2F&data=04%7C01%7Cmartin.cadena%40undp.org%7Cee54c41149d2413a697208d9bbd48605%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637747343712970828%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=E5gApxgpGTIiJLyZxM5HtZibbMCg8JdnKADX5yWfJJ4%3D&reserved=0) in over 50 countries. These face-to-face and on-line consultations were conducted in February-June 2022 prior to the global meeting. The results of the consultations informed country engagement in the global meeting and a global Synthesis Report for the meeting and its Outcome document; and have informed NDCs/NAPS, NBSAPs, other MEA frameworks, and linked national, sectoral, green recovery and SDG policies, and resource mobilization. Stockholm+50 follow-up activities in July-December 2022 included consultations, and communications and analytical products. This work complements integrated programming supposed by Sida and was considered as a very important by the interviewees.
2. UNDP brought a strong integrated development lens to Stockholm+50 discussions, with integrated solutions for climate action, nature, green economic transition, sustainable recovery, and inclusive transition at the forefront to accelerate SDG implementation; connecting the dots across multiple crises, including growing multidimensional poverty inequalities, fragility, environmental degradation, the changing climate, and pollution, etc[[11]](#footnote-12).
3. The consultations leveraged UNDP initiatives designed to accelerate NDC implementation, integrate NbS, and advance sustainable models of consumption and production. The post-Stockholm+50 follow-up through the second half of 2022 has also strengthened partnerships and resource mobilization opportunities at all levels. This work is helping to land Stockholm+50 recommendations and legacy initiatives, as well as to advance UNDP Moonshots and Signature Solutions.
4. As part of follow-up to Stockholm+50 UNDP has a critical role to set change in motion and connect the dots. UNDP’s work includes the Climate Promise, Nature Promise, and Energy Hub and linked work on poverty and inequality, inclusive green recovery, social protection, governance, gender, youth, health, conflict and crisis prevention, finance, private sector engagement and South-South collaboration. UNDP catalyses change by leveraging strategic partnerships with government, donors, private sector, civil society, academia, and international development institutions. [[12]](#footnote-13)
5. One of the targets was not met, but due to objective external reasons (see *Table 20)*

**Table 20 Results reported by the programme related to the support for Stockholm 50+**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2022**  **Targets** | *2022- Actual* | Description of results as reported by the Programme management 2022 | **2023 Target** | Final |
| ***7.1*** Number of countries supported withbottom-up, whole-of-society, whole-of-government Stockholm+50 national consultations | *58* | *56* | In 2022, following a series of consultations the Governments of India and Vanuatu opted out from the Stockholm +50 national consultation. As a result, national consultations were supported in 56 countries. | *56* | *56* |
| ***7.2*** Major stakeholder groups (youth, women, and indigenous groups), the private sector, UN system entities, the research community, and other non-state actors in the supported countries are engaged in the Stockholm+50 consultations and its follow-up. | *Yes* | *Yes* | Over 250 Stockholm+50 national events took place across 56 countries with over 50,000 people engaging in-person or virtually. Women and men were equally represented in the national consultations. Young people provided a significant contribution to the consultations across all countries with 43% of all consultation participants between 18 and 30 years of age. A wide range of stakeholders joined the consultations representing national and local government entities; youth and women groups; civil society; local and indigenous communities; people with disabilities; small and large businesses; financial sector and philanthropies; academia; faith-based groups; international organisations. Approximately 40% of participants represented disproportionally impacted groups, including youth and women groups, indigenous communities, people with disabilities. The national consultations engaged stakeholders from at least 20 sectors. Beyond stakeholders working on environment management, the well represented sectors included agriculture and food, forestry, energy, as well as investment and finance, and media. | *Y* | *Y* |

#### Cross-Cutting Areas

1. This Section doesn’t discuss two of the Cross-cutting areas: (a) ***Gender Equality and Women’s Empowerment***; and (b) ***KM & Communications*** which were already discussed among the Outputs.
2. ***Conflict Sensitivity***. For various reasons this cross- cutting area did not received as much technical and financial attention as did other cross-cutting themes. Although, conflict sensitivity is mainstreamed through all works supported through this and other programmes, in terms of dedicated activities it was less prominent. One of the areas that was most visible involves climate security work funded directly from this Programme starting from 2023. In addition, throughout the Programme NCE Teams have been engaging with Crisis Bureau colleagues to explore low hanging fruit areas of collaboration that did not involve joint Sida funding.
3. ***Finance.*** The description of the achievements under the external programming areas demonstrated that there are already strong cases ofIntegrated approach to financing with innovative approaches adopted to mobilize private capital, especially under the biodiversity area, but also energy. There is room for improvement in ensuring that government budgets reflect support for biodiversity, ecosystems, natural capital, sustainable ocean governance and climate action as priorities, and especially with integrated approaches.
4. ***South-South Cooperation.*** Learning was promoted via interregional webinars. However, there were no visits envisioned/conducted to learn in-person, something that interviewees commented that would have been good to have. The first such visit is planned for March 2024; Ethiopia CO will be visiting Bangladesh to learn their experience on integrated programming/portfolio approach
5. ***Digitalization,*** since 2020, the NCEW Team has advanced a digital transformation journey aligned with UNDP’s Digital Strategy. UNDP supported several NCEW-linked initiatives to implement UNDP’s Digital Strategy. UNDP helped integrate digitalization issues into Stockholm +50. A Digital for Planet Offer was developed to promote digitalization to accelerate impact across environment and climate change. Priorities for scaling digital transformation were identified including Digital Readiness Assessments for Green Transition, Digital Public Good / Infrastructure for Transparency; etc. and channeled these insights into the Action Plan of the Coalition for Digital Environmental Sustainability (CODES), launched during Stockholm+50. Under Digital Public Good, by developing an open- source central code base, countries and locally hired vendors can more easily learn, replicate and adapt technology for national digital systems. UNDP piloted several building blocks which could be scaled up, for example, Monitoring, Reporting and Verification (MRV) systems for NDC reporting, cost-effective digital technologies to manage Payment for Ecosystem Services (PES). In addition, based on UNDP’s whole-of-society Digital Readiness Assessment methodology, a Green Transition Digital Readiness Assessment was piloted in Cote d’Ivoire as part of Stockholm +50 follow-up activities. UNDP also prepared data-driven analytics of national consultation results, now included in the UNDP Data Futures Platform Green Recovery Hub[[13]](#footnote-14). In addition, UNDP has strengthened cross-team efforts to integrate digital concerns into NCE policy and programming including. There is upcoming report “Digital and Green Transition Playbook”.

1. ***Data work*** An NCEW Data work plan has been prepared. It leverages quantitative, qualitative, and geo-spatial data produced by UNDP and partners. A taxonomy list has been created to tag NCEW projects based on priority themes and cross-cutting issues. The second annual Interregional Exchange on Integrated Solutions on NCEW was conducted in October 2022 to discuss country office experiences supporting countries on their digital transformation for NCEW.’

#### *Country-level work and regional perspective*

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1. *In terms of the thematic work (external programming) the Sida Programme supported the CO level via 2 avenues (a) where the COs were part of the global/regional initiatives/offers, and (b) the pilot countries.* In the first case there was a systematized support to the COs along the logic and funding modalities of these offers/initiatives. In the case of the pilot country the approach taken by the countries would have benefited from more guidance from the HQ. The latter was not the case for internal capacity building for gender mainstreaming, SES and KM: there was a systematic approach (with modules developed) and consistent guidance from the HP
2. *The involvement of the regional offices with Sida pilot countries was predominantly related to gender mainstreaming and SES:* this was described earlier. As for the thematic work (external programming) there was no/minimal engagement. As was mentioned earlier the regional offices support integrated programming if they manage to pull together available resources. There were successful examples, e.g., RBAP has facilitated an integrated approach to urban resilience in Bhutan, based on UNDP Bhutan request, pulling together resources from other programs and CO-funding. There were also cases where the regional offices were proactive in engaging in HQ -led innovative initiatives, as was the case with RBAP in relation to tiger bonds (under biodiversity), where the office contributed RBAP resources and engaged. But there were also cases of missed opportunities when there were challenges in mobilizing funding. Going forward the role of the regional offices in promoting portfolio/integrated approaches will grow, now that the corporate guidelines are adopted.
3. *In 2023 UNDP Innovation Facility developed Portfolio Approach Primer, which provides guidance on the approaches and steps to be taken:* **Figure 10**and***Figure 11***capture the essence of the portfolio approach from the UNDP (2023) Portfolio Approach Primer.

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| **Figure 10: System and Portfolio Design Special** | ***Figure 11: Project -based vs portfolio approaches*** |
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*Source: “Portfolio Approach Primer”, May 2023*

1. The 9 pilot COs, not having clear guidance on how they should choose their activities (as was described earlier) for external programming, pursued different approaches:

* Bangladesh (see **Box 8*)*** and Cambodia (see **Box 9**), followed an issue- based integrated programming, very much in spirit of the guidelines-on portfolio approach and with the support from the Innovation Office, even though CO Bangladesh is not part of the 50 pilot countries for the latter;
* Ethiopia (see **Box 10**) concentrated on internal capacity building on gender mainstreaming, KM and SES, as well as developing a CO plan on Integrated programming (chosen to be a pilot country for the Innovation Facility focusing on gender mainstreaming). Ethiopia is also a pilot country for the portfolio programming with the theme on gender mainstreaming;
* The other countries spent country allocation for external programming on (a) add-on activities to ongoing/recently closed activities and/or (b) developing ideas for proposals for vertical funds, using parts of the allocation as seed funding. While many of these were important initiatives on their own, the “integrated” nature/interconnectedness between these were lacking.

1. The overall implementation of workplans in the nine pilot UNDP COs is mostly on track of their approved workplans. Pilot CO workplans are at various stages of implementation, and activities and results vary by country. Most of the countries have achieved considerable progress on gender and SES mainstreaming and implementation. All pilot COs are using the Programme as a platform for internal and external programmatic coordination and alignment of their portfolios (see *Annex 5: Information on pilot country programs from document review).*

**Box 10: Bangladesh Case Study**

UNDP Bangladesh adopted a systematic approach, including developing a portfolio-level Theory of Change (ToC). UNDP’s Strategic Innovation Unit (SIU) has been supporting the CO in i) identifying portfolio level shifts and intents; ii) prioritizing focus of the portfolio, iii) unfolding the missing and overlapped links among the social, environmental, and climatic drivers and iv) their combined effects within the proposed portfolio.

**External programming**;

The key programme implementation results include the progress on exploring nature-based solutions on mud crab hatching. The CO team has leveraged the financial and technical support from SIDA-funded projects (Climate Finance Network, Local Government Initiative on Climate Change- LoGIC and Governance of Climate Change Finance and Gender -GCCF-G) and vertical-funded project (Gender-responsive Coastal Adaptation -GCA) with similar focus and regions through Sida Programme. Focusing on establishing climate-resilient, low carbon, nature-based and gender-responsive business cases that promote climate-resilient aquaculture and agriculture for the most climate-vulnerable communities. The Sida Programme team has been closely working with the LoGIC Project to establish a Climate Adaptation and Innovation Park. The learning of the GCCF programme on local level climate finance initiative was captured by the Sida Programme team to establish pro-poor and solid business cases for climate finance through public-private partnership models. The partnership with the University Malaysia Sarawak aimed at the transfer technology for nature-based solutions (NBS). The partnership has ended in 30 June 2023 and the nature-based crab hatchery experiment project was being reviewed at the time of writing this report by an international aquaculture and crab expert to support capturing the success and lessons from this experimentation in relation to our objectives and vision. There is a collaboration with a private company to share the knowledge to be able to implement the business at scale

Sida Global Programme in Bangladesh focuses on synergistic and integrated approach. While designing the output 1, it was identified by the CO technical team that both GCF funded “Enhancing Adaptive Capacities of Coastal Communities, especially Women, to Cope with Climate Change-induced Salinity in Bangladesh” and Sida, EU and Government of Bangladesh funded Local Government Initiative on Climate Change (LoGIC) planned to promote sustainable mud crab enterprises in the coastal districts- however the existing practice is to source mud-crab from the wild. As such, this global programme along with LoGIC took initiative to undertake the nature-based mud crab hatchery. While the idea of choosing the mud crab hatching as one of the issues to focus on for integrated programming was suggested by UNDP, it was done in consultation with the Department of Fisheries. Department of Fisheries (Bagerhat, Khulna) interviewed for this case study considered it as a success, especially if they manage to spread the technology among large number of farmers. The Department is taking over the initiative with the intention to include into the Cluster Development of Programme in the pilot region. There are challenges too, for example, how to ensure the farmers taking on the knowledge and technology, but also financing. Regarding the latter, the government has plans to link the farmers with the low interest rate lending programs.

An evidence base is created for exploring pro-poor climate-resilient livelihood innovations for the climate-vulnerable communities. The piloting initiative – Sundarbans Area Based Programming (SABP) through multi-stakeholder engagement have established the need for area-based integrated programming for achieving social and environmental sustainability while generating income opportunities for the most climate-vulnerable communities in Bangladesh. Thus, the initiative has been critical in shifting from a silo-based approach to an integrated one.

There are other areas of external programming, namely a study into food systems in South-West Bangladesh; a post-covid recovery study (Mitigation Perspective) focused on six micro-small-medium enterprises (MSMEs) as well as and work around the “Climate Finance Network” (to upgrade sustainable finance taxonomy towards impact financing framework, with the idea to link it to NbS at the local level, e.g., through local level micro and nano bonds). Department of Agriculture Extension, Ministry of Agriculture interviewed for this case study considered the workshops, organized with Sida funding (and other UNDP projects) on Nature based Solutions, locally led adaptation, and climate resilient MSMEs very useful with plans to incorporate these in their extension programme.

**SES**

UNDP Bangladesh CO has a SES action plan from 2021 and will be updating it soon. UNDP Bangladesh CO has organized Basic SES Training for both the operations, programme and project staff and for the NGOs, INGOs and UN Agencies under the Shelter and Recovery Clusters of the Disaster Response and Recovery Facility. In 2023 the CO organized an Advanced Social and Environmental Safeguards (SES) Training. The training also provided a platform for the trainers and UNDP staff to come up with valuable insights on the subject matter and more emergent social (i.e., peace and conflict aspects, peaceful and tolerant society, climate migration, climate justice etc.) sustainability issues/risks/mitigation measures that are linked with the UNDP projects/programmes. CO also provided 5 day long advanced SES training involving relevant internal and external experts for the selected project managers, monitoring focal points and SES focal points to enhance their capacity to identify social and environmental risks, feasible mitigation measures and improved reporting.

**Gender Mainstreaming**;

UNDP BGD CO crafted and launched the Gender Equality Strategy (GES) 2023-2026 for the first time in March 2023 [comment: the UNDP Bangladesh Gender Equality Strategy notably includes priority programming areas on gender equality, climate and environment]. The strategy was developed through a co-creation process that has given a sense of ownership of the GES to the UNDP CO staff. Sida Programme also supported several perspective building sessions on "Transformative Approaches towards Gender Equality", “Gender Responsive M&E”, “Work life Balance”, “Gender Marker and Gender Mainstreaming” and “Gender Responsive Communications”. The staff are now more engaged in learning and adapting throughout the project/programme cycle, setting gender transformative indicators for the upcoming programmes and implementing such actions to reduce gender inequality at different spheres across the country. Institutional level capacity was enhanced on gender responsive and transformative actions by the HR, Procurement, Admin and Travel reduce gender inequality within and beyond the CO. The Sida programme’s support was crucial for the CO in obtaining a Golden Gender Seal in October 2023.

Department of Women Affairs, Ministry of Children and Women Affairs in the pilot region (interviewed for the case study) considers the consultations organized by UNDP in the region around gender issues very useful. The Department is implementing Gender Responsive Coastal Adaptation project and considers the consultations UNDP efforts having (or a potential to have) real impact both on vulnerable women in the area and on the environment.

**Knowledge Management, Data, and Communications**

The Sida Programme team has conducted the KM needs assessment and capacity needs assessment with a particular focus on the required staff capacity and skills for managing knowledge in integrated programmes and portfolios. The consultations have been helping the CO staff to identify the soft skills that promote strengthened data/information and knowledge management across the CO with a focus on better integration of the systems for accessing data/info/knowledge.

**Partnerships with the Government**

Since, the Sida Global Programmes implementation modality is Direct Implementation (DIM), the programme doesn't engage national partners with implementation role. However, the programme leverages the partnerships and long-standing working relationship of the UNDP with line ministries, departments and divisions while implementing the activities. The programme has strong engagement with the sub-national level government entities (based in Khulna division) and academic institutions including the Department of Forest, Department of Environment, Department of Fisheries, Department Social Welfare and Youth Development, Department of Agricultural Extension and Department of Women Affairs. For instance, the programme heavily engages with the Department of Fisheries and the Bangladesh Fisheries Research Institute (Khulna) for their mud crab hatchery Initiative.

Apart from the above-mentioned government agencies, the SIDA Programme also engages with other government agencies that are linked with their proposed activities. The team has supported the CO to partner with the Finance Division and the National Board of Revenue of the Ministry of Finance for implementing the Equanomics Project[[14]](#footnote-15) of UNDP’s Sustainable Finance Hub. The Sida Programme along with regional Climate Finance Network has built partnership with the Bangladesh Securities and Exchange Commission (BSEC) for the already mentioned upgrading sustainable finance taxonomy in Bangladesh. Sida Programme has joined the SMEs4Climate group facilitated by the UN RCO in the country that provides an inter-agency and multi-stakeholders platform for working together for building resilience and driving sustainability of the small-scale enterprises in Bangladesh. FAO, ILO and UNIDO are also members of this platform. Collaboration has started with SME Foundation and National Association of Small and Cottage Industries of Bangladesh (NASCIB) at sub-national and national levels to explore avenues of engagement and programme development that promotes resilient livelihoods and sustainable CMSMEs in Bangladesh. Apart from this, the Sida Programme has played a crucial role in building vertical integration of the CO with regional and global Insurance and Risk Financing Facility and horizontal integration with the Financial Institution Division and Insurance Development and Regulatory Authority.

The programme team also supported the CO in having regular dialogues with the Insurance Coordination Working Group led by the Embassy of Switzerland. The Sida Programme played a pivotal role in enhancing understanding of the CO staff in building partnership with private sector for climate and environmental actions. As a part of this initiative, the CO has partnered with the Swedish Brand H&M to initiate policy dialogues focused on reducing CO2 emissions, developing climate-responsive power policies, establishing Power Purchase Agreements (PPA), and identifying climate-smart investment opportunities across the country.

**Partnership with the UN Country Team**

The Programme is working with FAO.

Contributions of UNDP as a co-lead for designing Strategic Priority 3 (SP3) of the United Nations Sustainable Development Cooperation Framework (UNSDCF) align with the Sida Programme’s focus areas and establish a platform for 14 UN Agencies to work in collaboration have been important. This SP3 group has been working jointly to help Bangladesh to progress toward a Sustainable, Healthy, and Resilient Environment. This activity has been essential to map out areas for creating synergy and optimizing resource use while maximizing impacts. The lessons learned, best practices and examples from this project will be helpful in designing a pathway for a strategic shift towards an integrated programming approach in UNDP and UNCT.

**Influence at the CO level**

SIDA programme helped other projects (LoGIC and GCA) and programmes to incorporate joint programme related to Nature-based, Low Carbon and Climate Resilient Livelihood Solutions, SES, Gender, KM etc. Similarly, engagement with the Inclusive Budgeting and Financing for Climate Resilience (IBFCR) and Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) projects helped to identify linkages between climate finance and community-based initiatives. This approach helped Sida Programme to identify opportunities to leverage innovations within the existing and upcoming activities of the UNDP Bangladesh Country Office

The Sida Programme's approach has contributed to work plans development for the UNDP Bangladesh CO other than the areas mentioned. There were a series of “Portfolio Sensemaking exercises” with the view to introduce systems- design based portfolio approach across the CO programme (very initial stages). The Sida Programme’s contribution at the UNDP Bangladesh CO in advancing the portfolio dialogues together with their longstanding development partner the Embassy of Sweden. Currently, different UNDP country offices of the UNDP have been working on accelerating their portfolio initiatives to make a significant shift from the projectized approach to a portfolio approach that allows the COs to ensure large scale design, financing from multiple sources including the government, private sectors, multi-lateral development banks and the development partners. However, UNDP Bangladesh is the only country across the world that began the portfolio journey together with a development partner.

**Engaging with UN regionally and globally**

The programme has shared its lessons with colleagues from other COs through several knowledge exchange events. The CO team feels that the level of contacts with the global teams has been appropriate. The Sida programme in Bangladesh engages with relevant regional and global experts for implementing the gender, knowledge management, social and environmental safeguards, integrated programming and sustainable and resilient business models. For instance, the programme supported the CO in designing and conducting relevant capacity development programmes with the support of the regional and global experts. The CO’s portfolio initiatives are also supported by the global and regional Strategic Innovation Unit (SIU) of the UNDP.

**What could have been done differently**

There are questions around cost -effectiveness. For example, finding private sector partners to work with has proven to be difficult especially for the food systems related work. Also, the design of the programme was somewhat top-down. Potentially there could have been other ecosystems included in the project.

Since, scaling up any innovation and new technology within the communities require sufficient time to engage with the communities, make them understand the technology and its profitability - the Government counterparts commented about short duration, e.g., to see sustainable results in the case of mud crab hatchery, one needs longer engagement (and also engagement with a wider circle of state institutions at all levels).

**Box 11. Cambodia case study**

The CO team has leveraged Sida resources and technical support to position UNDP around specific pilot topics, namely, sustainable financing for protected areas and biodiversity conservation, renewable energy and energy efficiency, as well as management of waste and waste water. Sida funding was also key to accelerate the drive towards integrated programming and portfolio approach, which is now embedded in the new Country Programme (2024-2028). UNDP Cambodia is one of the 50 countries receiving support from the UNDP’s Strategic Innovation Unit (SIU)for the circular economy integrated thematic priority

**Output 1: Internal capacity enhanced to support the operationalisation of green financing**

The CO has been providing technical assistance to the MoE to develop a sustainable financing portfolio to scale up financing for protected areas and biodiversity, including ecotourism, payment for ecosystem services (PES), REDD+ and blended finance. This is also linked to the Integrated National Financing Framework and support to government to diversify/expand its financing options to achieve LDC graduation and pursue its sustainable development agenda. Work on green finance (including for protected areas and biodiversity) is a key component on this portfolio. The Country Office is adopting an integrated and area-based approach to new programming area.

CO has leveraged resources and used Sida funding to concentrate on several specific issues.

* Under REDD+ project, the social safeguard principle and equitable benefit sharing mechanism were promoted in relation to Non-Timber Forest Product (NTFP) collection or tourism activities, The *regulatory framework on nested REDD+,* when operationalized, is expected to create the opportunities for private investment in the Forestry and Other Land Use (FOLU) sector, through enhanced transparency and environmental integrity. However, challenges remain. The nested system requires institutional capacity building as well as standardizing the benefit-sharing mechanisms among the national and sub-national key players. Through parallel financing, the institutionalization and restructuring of the new REDD+ Secretariat is currently undergoing: (a) the Guideline on nested system for REDD+ implementation was developed and has been communicated widely (also included in the UNDP/FAO proposal to GCF on “Simplified Approval Process (GCF-SAP)) ; (b) a National REDD+ Project Management Database (registry) has been developed; (c) the nested approach has been proposed as a sustainable financing mechanism under the Cambodia Sustainable Landscape Project (CSLEP) with financing from the World Bank; and (c) the updated forest reference level (FRL) has been technically assessed by the UNFCCC and allocation tools were developed, which will be crucial for nested system implementation.
* Other sustainable financing options were piloted but need upfront investment from public funding to capitalize private contributions or investment, such as through payment for ecosystem services (PES). In the pilot case, building an enabling environment to promote key existing champions who have been implementing corporate social responsibility or donating to community and ecosystem restoration is planned to be enhanced.

The achievements are expected to unlock investments and funding, including from vertical funds.

**Output 2: Internal Capacity enhanced to promoting clean, reliable, affordable energy (solar) and energy efficiency.**

CO has leveraged resources and used Sida funding to concentrate on several specific issues.

* A feasibility study on energy efficiency revolving fund and roadmap for electric vehicle infrastructure have been delivered, supporting the Ministry of Public Works and Transport (MPWT) in support of the Long-Term Strategy for Carbon Neutrality (LTS4CN). It was assessed that the charging infrastructure will require a cumulative capital investment between $168 and $576 million by 2050, averaging $0.5 to $2 million per year in the 2022 to 2030 period[[15]](#footnote-16). UNDP’s readiness study of the energy efficiency revolving fund received ADB’s attention and planning to invest about US$20 million of loan to operationalize the fund. The programme supported ADB in emphasizing the need of energy efficiency revolving fund. A whitepaper on Energy Saving Companies (ESCOs) was developed to identify different business models in the implementation of National Energy Efficiency Policy (NEEP). UNDP is using the findings to sensitize and engage government, private sector and development partners to form partnerships with ESCOs on energy efficiency.
* Solar-powered mini-grids are showcasing a cost-effective way for the electrification of off-grid villages. UNDP is successful in obtaining grant finance from the Government of Japan to test the off-grid electrification business models in Cambodia. The two models being tested in the rollout of mini-grids are: (a) community owned and operated, and (b) community owned, but operated by the Rural Electricity Enterprise (REE). Business model for solar mini-grid has enabled scaling up of the mini-grid model in rural and remote area of Cambodia with the new funding from the Government of Japan. In addition, with support from the Ministry of Food and Rural Affair of Republic of Korea, UNDP has piloted 7 large-scale solar water pumping stations with irrigation potential of 1100 ha through joint investment from solar technology providers of more than 30% of capital investment and involvement on operations and maintenance.
* UNDP’s consistent advocacy for a change of the existing rooftop solar PV policy has yielded in the successful finalization of a study on Quotas system for Cambodia. This study was later translated to a ministerial regulation on permitting the use of rooftop solar power in Cambodia and approved in June 2023, which has, abolished the capacity charge and limitation on capacity of rooftop solar PV system to the 50% of contracted capacity- replaced with a single solar tariff i.e., conducive environment for all stakeholders including the private sector to increase their investments in rooftop solar PV. The new regulation is to promote the investments of private sector, more specifically from those companies based in Cambodia, that are signatories to RE 100, Race-To-Zero and SBTi when issued in 2023.

UNDP continued to provide technical support and training to the line ministries, both MME and MEF to operationalize renewable energy and energy efficiency policies where possible, in order to facilitate Cambodia’s just energy transition. For sustainable capacity development in the country, UNDP has partnered with the national Institute of Technology of Cambodia (ITC) to develop the first Certified Energy Manager and Auditor Training Programme. UNDP continued to support the collection of energy statistics and development energy balance tables (Sankey diagrams) for 2020 and 2021.

Overall, UNDP’s technical assistance and advocacy are expected to unlock investments (mostly from the private sector) in sustainable energy. The achievements are also to unlock funding from vertical funds.

**Output 3: Support national and sub-national governments to plan and engage communities in water governance and wastewater management.**

National and sub-national actors play an important role in water assessment to promote ownership and sustainability. Recently, the Government has decentralized functions on municipal solid waste, including wastewater to sub-national administration. However, the operationalization of wastewater remains to be further explored in any rapidly growing city, such as Kep and Sihanoukville because of the urbanization process. At the same time, the provision of fresh water in such a city also faces a challenge when the upstream watershed is under threat of deforestation and uncontrolled development activities that affect the water reservoir.

CO has leveraged resources and used Sida funding to concentrate on several specific issues:

* At the national level, the programme worked closely with the General Department of Wastewater Management to develop these IEC materials. A report on the assessment of the water quantity and quality in KCMUA was completed in 2021. Building on that, a training was provided to 31 rangers/officers (1 female) of the Provincial Department of Environment in Siem Reap and Sihanoukville.
* Communication materials on wastewater have been developed, consulted with local authorities, and piloted in a campaign in Preah Sihanouk Municipality. In addition, a policy on wastewater was reviewed and guidelines delivered in response to the identified gaps, finalized and approved by the Ministry of Public Works and Transport (MPWT). The three trainings to understand the use and the key concepts of the Guideline on Public Participation Promotion on Wastewater Management Services with around 100 national and sub-national officials were provided in Sihanoukville in which 30% were women. Dissemination workshops of the guideline were organized in Siem Reap and Sihanoukville to distribute the guidelines to key stakeholders and to promote the use in the future not only in the two cities but also at the nationwide

**Output 4: Internal capacities strengthened for improved coordination across the Environment portfolio and CO programme for strengthened, integrated programming**

NCE share point has just been initiated. A regular NCE meetings has been institutionalized. Stronger cohesion is being built through NCE portfolio development process that is part of the design of the new Country Programme for Cambodia. At least 20 CO staff and project team members (12 women) received training related to SES, SMP, and Gender mainstreaming. CO colleagues were engaged in many consultation meetings to develop SES and Gender Action Plan. Although the gender action plan has not been finalized, through assessing gender and stock tacking exercise, many colleagues familiarize themselves with gender maker rating criteria and NCE-related gender gap assessment.

**a) Social and Environmental Screening (SES)**

CO Admin Circular was drafted to set up two committees, to address Social and Environmental Standards (SES), and submissions/grievances from the SRM (Stakeholder Response Mechanism) respectively. The committees’ roles are to respectively provide technical review and advice on SES assessments, and submissions received through the SRM. The committees draw from multi-disciplinary expertise available in-house and from other UN agencies.

SESPs were conducted for all projects meeting the criterion in the corporate SES policy. 5 SESP exercises were conducted for 5 projects/initiatives. SESPs were used during the design and implementation stages. A review process was introduced by the office for upholding the quality of the assessments. Actions identified through SES exercises to address the risks are being implemented, and regularly monitored by the project and RBM teams.

The CO took several actions to ensure that environmental and social due diligence was mainstreamed in programs and projects. The CO joined a series of knowledge sharing sessions by the Bangkok Regional Hub (BRH)

**b) Gender Mainstreaming**

The CO gender committee and senior management team acknowledge the need for recruiting a gender officer, and a Gender Analyst (JPO) was secured in February 2023. The NCE-related gender action plan is now integrated with the CO Gender Equality Action, playing an important role in the CO Gender Seal in 2023. More importantly, the joint indicators for gender budgeting for CO programme and NCE-related projects show the CO commitment to gender equality capacity development for key personnel. The CO/Sida gender focal points have increased their knowledge after participating in the regional training workshop on gender. A training on gender sensitive programming was organized with the support from Bangkok Regional Hub with participation of over 20 colleagues from the Country Office.

**d) Knowledge Management (KM), Data, and Communications**

The internal CO point for KM, data, and communications exchange for NCE has been initiated in the UNDP SharePoint. Key knowledge products, communication materials and relevant data have been identified and mapped out. NCE team has been requested to collect and upload the materials in the NCE SharePoint; however, it has not been fully operationalized. The challenges are how to ensure this platform is officially institutionalized with the CO and maintained beyond the Sida-UNDP sub-programme in Cambodia.

**e) Partnerships, including with UN Country Teams**

Goal Waters is jointly implemented by UNDP and UN-Habitat, where gender-responsive policy is targeted in wastewater management and monitoring. The work is designed to connect environment protection, and watershed management where fresh water is managed to support Sihanoukville city, which is the downstream urban area.

Gender marker sessions jointly held by the UNCT colleagues were provided to over 30 colleagues. Gender mainstreaming and budget reallocation for gender require collective effort among the UNCT at the higher UN Development Assistance Framework (UNDAF). UNDP and FAO have developed two project proposals to support Cambodia's transition from REDD+ readiness to implementation: one targeting the Green Climate Fund (focusing on enabling conditions) and one targeting the Swiss Development Cooperation (focusing on community empowerment).

**Leveraged resources**

|  |  |  |
| --- | --- | --- |
| **Output** | **Project leveraged** | |
| **Project name** | **Amount of finance leveraged** |
| 1- Internal capacity enhanced to support the operationalisation of green financing for conservation of biodiversity and ecosystem. (REDD+, FCPF II, PES, INRM, and Sustainable Financing Options) | Already mobilized:  1. Cambodia Sustainable Landscape and Ecotourism Project  2. Climate Promise  3. UN REDD TA  4. Community Action for Sustainable Forests    In pipeline:  5. Restoring ecosystems for sustainable development in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape  6. Building resilient livelihoods through nature-based solutions in the Tonle Sap Basin and Siem Reap/Phnom Kulen landscape  7. GCF SAP (REDD+) | 1. US$ 1,154,896 (Ministry of Environment with funding from World Bank’s IDA credit)  2. US$ 1,391,000 (Germany and UK)  3. US$ 328,544 (UK)  4. USD$ 759,842 (Switzerland)   5. US$ 8,800,000 (GEF-8)  6. US$ 8,000,000 (GEF-LDCF)  7. US$ 10,000,000 (GCF) |
| 2- Internal Capacity enhanced to promoting clean, reliable, affordable energy (solar) and energy efficiency. (Business model for DC micro grid, policy for RE and EE | 1-Inclusive Renewable Energy Access in Rural Area  2-promotng use of solar technologies for agricultural and rural development in Cambodia  3- Rapid Financing Facility  4-UNDP Greening Moonshot | 1-US$ 1.68 Million  2- US$ 1.35 Million  3- US$ 300,000  4- 2021: US$ 70,800  2022: US$ 42,572  2023: US$ 60,165 |

**Sustainability**

CO agreed to adopt a portfolio approach for its new Country Programme (2024-2028), and NCE is expected to be one of the portfolios to be developed. These projects will be leveraged for this purpose. Under the strategic review, the new portfolio approach was proposed to pay more focus on the thematic areas where financing has been identified as cross-cutting component across themes and portfolios. Nature, Climate and Energy (NCE) will play an important role in driving for sustainability for country office as well as for Cambodia as a whole.

The UNDP Country Office is developing a comprehensive sustainable financing portfolio to expand support to government to implement the Integrated National Financing Framework and hence diversify/expand its financing options to achieve LDC graduation and pursue its sustainable development agenda. Work on green finance (including for protected areas and biodiversity) is a key component on this portfolio, which will be implemented in the new Country Programme cycle (2024-2028). More broadly, the Country Office is adopting an integrated and area-based approach to new programming.

**What could have been done differently**

* The amount of funding per country was very small.
* There should have been some budget envisioned for SES and gender mainstreaming.
* More clarity as to which activities are managed/under oversight of global vs regional teams (e.g. on SES)

**Box 12: Ethiopia case study**

To foster strengthened capacity on integrated programming in the CO, the Action Plan for Integrated Programing has been developed to inform the potential needs in terms of systems and guidelines development, capacity building, technologies deployment (tools and platform), learning and promoting experimental approach for integrating programming (469,600 USD worth)

The CO is enrolled in the Portfolio Initiation Framework (PIF), a corporate investment framework for COs to design and operationalize portfolio approach focusing in CO Ethiopia on gender equality. Ethiopia is one of the 50 countries receiving support from the UNDP’s Strategic Innovation Unit (SIU). The PIF was expected to generate learning and recommendations to operationalize portfolios as a standard way of working in UNDP at corporate level. This exercise has benefited from the Sida-UNDP Programme’ gender mainstreaming work.

**Gender Mainstreaming**

The CO embarked to pilot the portfolio approach with one of the thematic areas that the CO prioritizes – gender equality and women empowerment.

in partnership with the HQ, the Portfolio Sensemaking Workshop was organized from December 14-15, 2022, in Addis Ababa to map projects and programme outcomes/outputs contributing to the gender equality and women empowerment area and draw connections to design a portfolio for the country office.35 CO and HQ staff (10 F/ 25 M) participated in the workshop and were trained with enhanced awareness of portfolio management disaggregated by sex. With the project support, the CO conducted a gender portfolio review of the CO programs based on tools and guidance provided by the project team. The review helped the CO to identify critical gender mainstreaming gaps across the CO programs. Some of the major results achieved include:

* development of a Gender Equality Strategy and Action Plan (2022-2025) aligned with the Country Programme Document (CPD), Global Gender Equality Strategy (2022-2025) and the national gender equality and women empowerment policies and legal frameworks.
* update of the gender mainstreaming checklist and the existing guideline on gender responsive communication
* enhanced staff capacity on gender mainstreaming particularly on designing gender transformative programs which was identified as a gap with the gender capacity self-assessment exercise.

The portfolio on GEWE focuses on the following transformations:

* Transformation 1: Women have decision making and influence both in their households and local governance structures and are part of supportive networks that give them access to important information.
* Transformation 2: The economy offers inclusive opportunities for women to take on jobs or generate income that can be sustained through shocks.
* Transformation 3: Social norms are transformed in a way that it is expected that women included in decision-making and ownership of assets.
* Transformation 4: Women have physical and emotional safety and security in their homes, in their participation in the economy, and in governance.

The portfolio pathways are also completed and currently the team is finalizing the portfolio interventions.

Recommendations from the Action Plan are being followed through by the way of including in the country plans and finding resources for that. For example, for the Peace project (Stabilization), there were recommendations to include a component on SGBV (support to the organizations helping the victims of gender-based violence) and TRAC resources were allocated for that.

In **Ethiopia**, UNDP, with the Government of Ethiopia and financing from the Global Environment Facility, is working to **enhance food security and ecosystem** resilience in areas where women play a central economic and environmental role as smallholder farmers yet lack control of resources and opportunities to engage in decision-making. 176 self-help groups – 76% of which are made up of women – have been supported to form cooperatives and enter profitable off-farm businesses. 90% of the groups have been linked with local financial institutions for business management and financial support. **Gender analyses were conducted across the 12 districts where initiatives are underway to identify and close gender gaps in natural resource management** and track progress against gender-responsive socio-economic indicators to better mainstream gender equality and equity concerns into sector planning. **58 community level gender teams were established in the 12 districts.** The teams hold regular community level conversations to boost awareness on gender and environmental issues and gather input for district-level sector planning process.

**SES**

The project fully supports CO’ transition to the new 2021 SES guidance and procedures. Since 2022, BPPS has been providing guidance on Social and Environmental Safeguards, the start of 2022 marked the end of the transition.

The CO has been working to mainstream social and environmental sustainability in its programme and projects to maximize social and environmental opportunities and benefits of programmes and projects and to avoid or minimize and mitigate possible adverse environmental and social impacts and risks. The CO SES capacity assessment and risk mapping was conducted following the process of mapping and analysis of existing data, and qualitative and quantitative assessment of CO’s SES capacity through informative interviews, and SES output quality review and analysis in order to identify capacity needs and priorities to inform action plan. The SES action plan was prepared to strengthen the SES implementation. The SES Action Plan was further revised as to ensure the alignment with the RBA-COST’s requirement of the Country Office’s SES Implementation Plan.

CO Staff benefited from the SES webinars, and capacity building workshops which have been given by the Sida Programme and RBA with the focus on: 1) Social and Environmental Standards (SES); 2) Social and Environmental Assessments and Management Plans; 3) Quality Assurance /Review of SESPs. Meanwhile, the Ethiopia CO presented the SES lessons learned and best practices at the SES session of the NCE Community of Practice (COP) meeting, and 25 (M18/F 7) CO staff participated in and benefited from the meeting (in-person and virtual). SES program specialist has been hired to provide social and environment expertise in the fields of SES and for providing quality assurance for all SESP, SRM and Safeguards frameworks. In 2023 SES focused on providing awareness and technical training, enhancing quality of SESPs, and implementation of the SES action plan including establishment of CO stakeholders’ response mechanism (SRM) and project level-grievance redress mechanism (GRM) for substantial and high-risk projects to strengthen the SES implementation capacity as per the policy requirements. Project level GRMs established for 4 substantial and high-risk projects. Moreover, the CO has developed its SRM guideline to have clear guidance on the CO SRM committee functions. The progress along the indicators of the Action plan is being monitored. So, for example, they reviewed all 43 country projects (one of the indicators), with improvements in the ones with quality issues undertaken.

**Knowledge Management**

The CO has conducted gap assessment, developed an Action Plan and a Roadmap and developed guidelines to guide the quality control and standardization of knowledge products. The CO is also piloting standard procedures in new knowledge products such as working paper series. Also, how-to audiovisual products were created to help staff better understand SES and other processes in their project planning and implementation. The CO featured in the global KM workshop and shared experience on KM strategy (see - [UNDP-Ethiopia Reintroduces Knowledge Management to Improve Integrated Programming | United Nations Development Programme](https://www.undp.org/ethiopia/blog/undp-ethiopia-reintroduces-knowledge-management-improve-integrated-programming)) In May 2022, an inter-regional exchange on KM included a focus on the KM strategy [developed by the Ethiopia CO](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.et.undp.org%2Fcontent%2Fethiopia%2Fen%2Fhome%2Fblog%2F2021%2Fundp-ethiopia-reintroduces-knowledge-management-to-improve-integ.html&data=05%7C01%7Cnataly.olofinskaya%40undp.org%7C620ac8ddcb524e71449308da2468834f%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637862328536772703%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=jiM4DVuZhE7XbtXBoJUW0WVHeW8fQK4W76kqj0YLWcA%3D&reserved=0) with Sida support, which built on and helped inform the NCE and UNDP corporate KM Strategies. The exchanges highlighted lessons from Ethiopia and other COs and explored options for replication within and across regions.

**Working with the HQ level and regional Office**

The CO worked with the global and regional teams receiving guidance, also making sure they complied with regional plans (like the regional SES plan) and share experience

**What could have been done differently**

The CO has chosen the focus of their pilot project in consultation with the HQ. But perhaps they could have chosen an issue based integrated programming if there was a requirement/guidance to do so. They have asked to visit Bangladesh so that they have a first-hand experience of the approach there. Such visit is planned for March 2024

1. In **Uganda**:

* With the goal of enhancing energy access, the project supported the government to refine the scope for the development of a long-term integrated energy and resource masterplan for the country as well as organization of the energy and minerals’ week where UNDP supported an energy efficiency and electric mobility conference with 140 (98 male, 42 female) participants. The project also supported two young people to participate in Sustainable Energy for All (SE4All) conference in Rwanda (youth dialogue and business clinics on promoting renewable energy access);
* The project supported national food systems retreat where post food systems summit actions were followed up and an action plan developed to enhance development of the food systems transformation road map. The support included a food systems strategic analysis to enhance the development of the food systems transformation roadmap and implementation plan.
* A post COP 26 workshop was supported by the project where national stakeholders were de-briefed on COP 26. In this workshop, the lead negotiator presented key outcomes of negotiations and COP 26 decisions and their implications for Uganda. A draft roadmap for implementation that fed into COP 27 was developed.
* the project also supported National Environment Management Authority (NEMA) in the preparations, documentation and developing the country position paper and participation in the Convention on Biological Diversity (CBD) Conference of Parties (COP). CBD COP 15 was held in December 2022 in Canada where Uganda has been the global co- chair together with Canada. Technical review meetings as well as documentations were supported. A national stakeholder de-briefing meeting and a comprehensive report was shared by NEMA in early 2023.
* the project supported joint activities with other Nature Climate Energy and Resilience (NCER) portfolio projects including the climate promise, NDC project, "Scaling up Climate Ambition on Land use and Agriculture through the NDCs and NAPs” (SCALA) in order to promote integrated programing. Joint activities were implemented with another Sida funded global project “Anti-corruption for peace and inclusive societies (ACPIS)” that is scaling up the natural resource information system (NARIS) in Uganda to help in monitoring forest degradation and other natural resources. Key NCER partners and actors, including representatives of Ministries Departments and Agencies (MDAs) and local governments, civil society organizations and private sector were invited and participated in the training).

1. In **Colombia** The Sida Programme aligned its activities with various projects within the portfolio of the Sustainable Development Unit to achieve larger impact and upscaling:

* Support Program on Scaling up Climate Ambition on Land-use and Agriculture through NDCs and NAPs (SCALA) in relation to agrobiodiversity systems activities. [The ongoing SCALA project endeavors to strengthen the integration of National Determined Contributions (NDCs) and National Adaptation Plans (NAPs) focused on agriculture and land use into comprehensive national planning and budgeting procedures];
* Project Formulation of the water security plan for the central region;
* Environmental Governance Program - gender capacity building activities within the team and ecological restoration in high mountains ecosystems;
* BIOFIN – supporting a consulting process to identify incentives in agriculture sector to curtail possible negative impacts on biodiversity;
* Páramos for Life.

1. The work in Myanmar, Nepal and Haiti was affected by external factors.

* In ***Myanmar***, at the time of writing this report the work on GEF projects has stopped due to conflict, but there was some progress internally. Five Communities of Practice (CoPs) were established under the Sida programme with various technical products and learning opportunities. A training curriculum was developed. With training topics related to Disaster Risk Reduction (DRR), climate change, and natural resource management were organized, reaching about 350 participants from Civil Society Organizations (CSOs)/Non-governmental Organizations (NGOs) across the country. Iterative stakeholder engagement, climate, gender and DRR considerations were embedded in various CO projects and guidelines developed for all the field staff implementing ENCORE project. The development of M&E framework and Grievance Redress Mechanism (GRM) was being finalized. The full implementation of the CO’s SES action plan developed under Sida Programme in 2021 began in late 2022, particularly under the ENCORE project, UN-REDD Mangroves Initiative and other community-based initiatives. In summary, the above marked an establishment of a “learning platform” with knowledge products. However, since the beginning of the Programme, the CO struggled with SES implementation and risk management due to CO restructuring and other challenges associated with the CO transition after the coup. At the time of writing this report the CO had requested a no-cost extension.
* In ***Nepal,*** the project started with a year’ delay and at the time of writing this report, there were many results lagging behind the set targets[[16]](#footnote-17). The following was the focus for external programming:
* Policy options for green recovery for Community based Forest Management in post-COVID 19 situations (a paper was produced);
* Green recovery financing plans for 2 (at the time of writing this report) Community Forest User Groups (CFUG)[[17]](#footnote-18);
* Climate and urban resilience roadmap for 2 Local Level governments of Duhabi Municipality and Dhankuta Municipality;
* “Youth Climate Catalyst” initiated mobilizing youth on climate awareness and Nationally Determined Contribution in the 10 local level governments to help in collaboration with Climate Promise Phase II; and
* Technical support in engaging private sector for innovative financing for NDC implementation activity in collaboration with Climate Finance Network.
* In ***Haiti,*** *too,*the Sida programme was linked to other projects that are being implemented in the CO. e.g.,
* the Solar pump project funded by the Government of India: Sida funding supported solar -powered water points in the regions, highlighting water and energy nexus;
* development of the ELSA maps for the Ministry of Environment to support biodiversity planning;
* revision of the NDC to include gender angle, NBSs, and transport sector (this then enabled to obtain funding from the CDB in the amount of 3.0 million USD); and
* Together with the National Adaptation Plan project, supporting the strengthening of the national MRV system managed by the Ministry of Environment.

### Sustainability, Catalytic Role and progress to impact

***Sustainability***

1. NCEW Service Offers and The UNDP corporate tools, such as modules for internal capacity building, supported by the Sida Programme provide an opportunity for securing continuity and sustainability of internal capacity building, and engagement strategies on NCEW at country level.
2. Internal capacity building is one of the best guarantees for the sustainability of the results as a result of the internalized new knowledge. The fact that many programme deliverables were formally adopted and mainstreamed by UNDP provides sufficient assurances that they will be used in the regular work. Similarly, impressive results in leveraged funding demonstrates high level of interest from the partners, and not only development organizations but private sector, which is a strong factor in support of sustainability. Reorganization of the NCEW portfolio along the 4 Hubs and the new organigram is also a positive signal for sustainability.
3. The fact that a number of new staff have been hired by UNDP with a cross-cutting, integrated focus that are contributing to UNDP’s work on nature, climate, and energy is a positive signal for sustainability, but the at the time of writing this report 3 out of 5 Regional Team Leaders were not on UNDP payroll as yet due to UNDP’s shortage of funds. Staff turnover has been identified as one of the main risks for sustainability, however.
4. Socio-political stability continues to be challenging with the war in Ukraine and many crises in the world and this is a risk to sustainability with potential funding affected even though country pledges as NDC, NAPs and NBSAPs, provide hope that countries will allocate sufficient funding.

***Catalytic Role***

1. The programme has played important catalytic role in many instances, which were described in the report, especially in the context of the Biodiversity and food systems programming areas.

***Replication Effect***

1. Countries did learn from one another. Learning and replication have been promoted by the inter-regional learning exchanges and thematic exchanges under gender mainstreaming and SES.

***Progress to Outcomes and impact***

1. As was argued as part of the suggested reconstructed TOC, the SP Outputs are in fact Outcomes. The project results tables in Annual reports, include results for these (not for all indicators) based on UNDP corporate reporting (see *Annex 3.1: Expected Outputs – Section 1 (Strategic Programme Outputs).* Methodologically,the programme could only contribute towards the targets but cannot be held accountable for not reaching those. Having said that it is interesting to note that for some of the indicators, the progress is slower than envisioned.
2. The ProDoc had the following as Outcomes (a) Outcome 1. Advance poverty eradication in all its forms and dimensions; and (b) Outcome 2. Accelerate structural transformations for sustainable development. As was argued as part of the suggested reconstructed TOC, these stand for impact. The pilot CO programs are not yet at the stage that they could demonstrate impact on ultimate beneficiaries. The impact at the level of final beneficiaries from global and regional initiative, especially the ones that existed for some time, is there based on anecdotal evidence stemming from the interviews for this review, but needs to be collected and demonstrated

# Conclusions

1. With its flexible approach the Sida programme contributed greatly to the successful delivery of integrated programming under NCEW, facilitating the enhanced role of UNDP as a global thought leader in many external programming areas and leveraging significant resources, with biodiversity as one of the prime examples of this. Sida support has strengthened the design and roll-out of UNDP thematic offers through a greater focus on integrated policy and programming, including the Nature Pledge, Climate Promise, FACS Strategy, Zero Waste Offer, Plastics Offer, Environmental Governance Offer, and Water and Ocean Offers, among others.
2. The programme’s design as a global programme was relevant as it allowed for (a) design of integrated service offers aimed at achieving results at scale both for internal capacity building and external integrated programming - across UNDP programming countries and portfolios beyond pilot country projects, additionally facilitated by institutional learning though dissemination of lessons, (b) aligning individual country portfolios with global policy and development challenges and opportunities; (c) improving the quality of country integrated programming as a result of internal capacity building addressing CO capacities on gender mainstreaming, risk management, data and knowledge management, facilitated by the UNDP regional Offices, and (d) catalyzing global/international policy and financing instruments that influence regulatory frameworks, investment flows and behavior of national public and private sector actors.
3. The Sida Programme directly contributed to strengthened coordination, management, and restructuring of UNDP NCEW operations including the establishment of the Nature Hub, Climate Hub, Chemicals and Waste Hub, Energy Hub, and Vertical Fund Hub, as well as regional structures and
4. Sida support has advanced resource mobilization for these UNDP Offers and catalyzed global, regional, and country initiatives that are shifting incentives and investment flows through smarter partnerships. Through these Offers, UNDP has delivered better integrated advisory services and issue-based solutions on cross-cutting themes such as just circular and green economy transition, resilient and sustainable health systems, finance, gender equality, and safeguards.
5. In terms of the ***thematic work (external programming***) ***the Sida Programme supported the CO level via 2 avenues***
   * + 1. where the COs were part of the global/regional initiatives/offers: With service offers and through the corporate coordinated partner engagement strategies the Programme helped to mobilize an estimated $385.1 million new resources for country programming ($1:$7.89 resource mobilization ratio) facilitating achievement of results through integrated programming at the country level. For example, the Global Coral Reef Fund, supported by the Sida programme will benefit 16 countries in Africa, the Asia-Pacific, Latin America and the Caribbean, the Africa Minigrid Programme designed through the Sida Programme will deliver $45 million), to 21, for now, Least Developed countries (LDCs) in Africa, etc. Many of the global offers supported by Sida program are already delivering or expected to important results at the country level, e.g. Africa Minigrids program is expected to directly avoid 380,000 tons of carbon dioxide equivalent (tCo2eq) and reach 430,000 direct beneficiaries, and
       2. the pilot countries: In the first case there was a systematized support to the COs along the logic and funding modalities of these offers/initiatives. In the case of the pilot country the approach taken by the countries would have benefited from more sustained guidance on integrated programming from the HQ. Two pilot countries -Bangladesh and Cambodia- followed an issue -based approach, quite in line with the portfolio approach (a form of integrated approach, for which the corporate guidelines were developed later by the Innovation Facility). Ethiopia focused on gender mainstreaming, also along the lines of the mentioned guidelines but also benefitting from the module developed by the Sida Programme. In the case of the other pilot COs the “integrated” notion was somewhat lacking. Overall, the pilot COs, programming could have benefitted from more structured guidance, with the responsibilities of both the COs and the global teams (in terms of oversight) spelled out. One of the objective reasons behind the lack of this sustained, formal guidance is that the thematic integrated offers were being developed, while the COs were already in parallel implementing existing portfolios of projects. Other factors were also involved including: varying degrees of engagement of CO senior management, staff turn-over, and the difficulty in behavior change, along with issues in the political climate in which some pilot COs operate, that include the political turmoil in Myanmar (where all activities were carried virtually) and the late start of work plan implementation in Nepal.

1. As for the *capacity building in gender mainstreaming and SES, and to some extent KM and digitalization,* the pilot countries registered significant achievements**.**  Many COs achieved UNDP Gender Seal certification with the support of the programme. As for the SES, the COs adopted comprehensive SES action plans for the Country programme with indicators and were registering significant progress in achieving the targets. Similarly, several COs improved their KM processes. For these results related to internal capacity building, the HQ and regional level UNDP offices worked hand-in-hand: this was not as much the case of external programming. As a result, the collective learning and adaptive management gained from pilot CO workstreams has directly contributed to a scaling up and acceleration of integrated SES and gender programming in multiple COs within and across regions beyond the original pilot COs.
2. The process of designing the program could have been more consultative, including closer engagement of and resource allocation to the regional offices. Overall, the support that went to the regional offices was limited primarily to supporting the salaries of 3 Regional Team Leaders. Given that the regional offices are one of the main go-to resource centers where COs go for policy advice and programming support, there could have been a more substantial involvement with them for external programming, as was the case with SES and gender mainstreaming. Having said that, the innovative inter-regional learning exchanges which engaged and drew on the needs and knowledge of regional offices did provide a platform for inclusive peer-to-peer learning around internal and external integrated programming, while also informing regional and global Offers and Strategies.
3. NCEW Service Offers and The UNDP corporate tools, such as modules for internal capacity building, supported by the Sida Programme provide an opportunity for securing continuity and sustainability of internal capacity building, and engagement strategies on NCEW at country level.
4. The focus on internal capacity building and the substantial leveraged funds (including market-led) point to the interest by third parties offering solid signals for of the likelihood of sustainability of the initiatives that were started or expanded with Sida support with integrated approaches. In term of staffing, however, although some positions originally funded by Sida have been internalized by UNDP, 3 out of 5 Regional Team Leader positions and several other key posts are still fully or partially funded by Sida pointing to the risks to sustainability in this regard.
5. There is a need to ensure the sustainability of current and future results through efforts to institutionalize and scale up successful examples promoted by the Programme. The COs need additional support in strengthening integrated programming and linked portfolio approaches.

# Recommendations

**For the 1 year cost -extension**

1. It would be useful to prepare an explanatory note, which would clarify what is the differences and synergies between the integrated approaches promoted under the Sida Programme and the Portfolio Approach being promoted by the Innovation Facility.
2. Case studies with success stories and more comprehensive lessons learnt can be prepared as part of the annual report and shared during the year. These stories can be used to track and highlight the integrated impact of Sida programming including contributions to poverty eradication and other Sida-UNDP goals, as well as the approaches taken by Bangladesh and Cambodia, which used corporate guidelines for portfolio approach.
3. A balance will need to be found between winding down and successfully completing all results from Phase 1 while also piloting and/or facilitating further learning from ongoing implementation of activities to inform the potential Phase 2 proposal.

**Recommendations for Potential Phase 2**

**Corrective Recommendations**

1. Continue the programme as a global one, if the resources are available, but with a closer engagement of the regional teams in external (thematic) programming.
2. The number and criteria for selecting pilot UNDP COs, their thematic prioritization, and the way COs are supported financially and technically throughout a Phase 2 need to better reflect the following principles and considerations:
   1. stronger ownership by the COs including senior management throughout engagement;
   2. greater focus on internal behavioral change and capacity building,
   3. use of portfolio approaches (based on corporate guidance issues) for issue-based integration; and
   4. clearer oversight arrangements by the global and/or regional teams ensuring the fullest degree possible of integrated programming in CO workplans;
3. Explore options for better prioritized allocations of budgets to workplans led by Regional Team Leaders with opportunities for co-funding of regional initiatives aligned with: corporate processes promoting portfolio approaches and thematic integration (e.g., GPN Integrated Task Teams); and emerging CO priorities not limited to the pilot COs;
4. Maintain the much-needed flexibility, responsiveness, and adaptability of work planning at all levels, combined with prioritized guidance on activities and outputs in line with agreed Phase 2 results frameworks through a blended approach that ensures specific outcomes while also maintaining space for adaptive management and opportunistic approaches;
5. Improved M&E with case studies, and independent reviews of portfolios/thematic areas/pilot CO programmes. As noted above for the cost extension, success stories and more comprehensive lessons learnt can be prepared as part of annual reports and shared throughout the year that highlight the integrated impact of Sida programming including contributions to poverty eradication and other Sida-UNDP goals.
6. Building on initial work through 2023, expand a more dedicated approach for peer-to-peer learning within and across the COs and Regional Hubs including greater SS cooperation.
7. Engagement of key counterparts from the governments and local communities in training/capacity building and design of the interventions by the COs

**Internal Capacity Building**

1. Maintain the focus on internal capacity building for integrated, adaptive management and coordination, partnerships, social and environmental standards, gender mainstreaming, knowledge management and communication, but with consideration for:
2. greater involvement of the respective governments and communities in these training activities as relevant and as part of closely linked external programming;
3. a greater focus on integrated programming/ portfolio approaches with demonstration of result chains more clearly contributing to multidimensional poverty reduction and the adoption of whole-of-government and whole-of-society sustainable development pathways through just green transitions; and
4. a greater focus on internal capacity for cross-cutting themes on knowledge management, South-South cooperation, and digitalization.
5. **Social and environmental standards (SES):**

Consider options to scale up and deepen successful results achieved in Phase 1 including:

a)strengthening capacities for both oversight and implementation across CO Programs;

b) update the guidance on CO SES action plans and establish incentives similar to the Gender SEAL; and

c) strengthen coordination and capacities of the SES Oversight Hub.

1. **Gender equality and women’s empowerment**

Consider options to support new gender mainstreaming priorities, including by strengthening linked internal capacities and external programming on:

a) transformative impacts that address systemic gender inequalities linked to environmental degradation, such as women’s land rights and tenure.; and

b) Global Biodiversity Framework gender targets and policy coherence and linked gender entry points across, e.g. NDCs, NBSAPS, LDN targets.

**External Thematic Policy and Programming**

1. **Greater integrated planning and programming between individual thematic areas**. The Biodiversity, Climate, Food Systems nexus is a good example where there is an urgent need to better connect agendas, and a great opportunity for UNDP to work on these interlinked agendas in a more systemic way.
2. **Expansion as overall resource envelopes allow for**
3. Chemicals, Plastics and Waste thematic area by: promoting integrated management of chemicals, waste and plastics towards zero waste vision; and advancing circular economy in support of global efforts to end plastic pollution and linked nature and climate goals and workstreams;
4. Climate and security thematic area targeting integrated policy and programming to mitigate climate-related security risks, as well as linked nature-security risks.

**The following is recommended under individual thematic areas.**

1. **Biodiversity:**

Maintain overall strong focus of Phase 2 on biodiversity including expanded support for:

1. ongoing roll-out of integrated programming for the Nature Pledge’s three shifts;
2. special consideration given to advancing work on the value shift including through regional nature advisors and linked comms and advocacy work;
3. special consideration given to options for repurposing harmful agriculture subsidies, linked forest work, and broader innovative financing work;
4. special consideration for deepening work on environmental governance with links to environmental justice and the right to a healthy environment;
5. greater integration within and across workstream supporting the Rio Conventions and their COPs including greater focus on sustainable land management;
6. **Water and Ocean Governance Support**:
7. strengthen support to governments and all stakeholders for integrated policy and programming on freshwater, oceans, and source-to-sea governance;
8. continue the Ocean Innovation Challenge to foster transformational innovations across technical, private sector, and public sector policy and regulations;
9. launch and operationalize Water for Nature and Development Service Offer including Water Solutions Digital Catalogue, AquaFin, a freshwater Aqua Innovation Challenge, modeled on the Ocean Innovation Challenge;
10. advance digitalization of the water and ocean data and information management; and
11. operationalize theWater Action Agenda, Ocean Action Agenda, and High Seas Treaty.
12. **Climate:**
13. accelerate implementation of Climate Promise 2.0 in line with the Paris Agreement through whole-of-government and whole-of-society higher ambition NDCs and LTS;
14. advance low-emission circular economy approaches and carbon markets; and
15. promote climate adaptation through NAPS, leveraging and scaling climate adaptation finance, and enhanced thematic integration across climate-energy-health-food-water nexus.
16. **Energy:**
17. advance UNDP Moonshot for increasing energy access including Africa Minigrids Programme and supporting transition pathways for renewable energy; and
18. ensuring the phase-out of fossil fuels and promoting approaches for responsible mining of critical minerals;

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1. **Food and Agricultural Commodities:**
2. further implement FACS Strategy through stakeholder dialogues in line with Food Summit goals;
3. support better integration of food systems transformation agenda into NDCs and NBSAPs; and
4. advance integrated programming that leverages synergies with UNDP forests and land management portfolios, including subsidy repurposing;
5. **Digitalization**
6. mainstream digitalization within and across the environment and energy portfolio including at the level of regional technical advisors;
7. strengthen public open data infrastructure including sectoral applications for clean energy, agriculture and food system, and landscape management; and
8. support national digital readiness assessments and applied use of big data.

# LESSONS LEARNT

1. Strategic engagement in global fora, have allowed UNDP to generate and curate a strong agenda for programming under NCEW**.** These engagements have catalyzed collaboration with UN agencies and public, private, and civil society partners, and allowed for more rapid implementation of the commitments under NCEW.

1. The collaborative process employed in the Programme, is highly valued, and critical for programming.This approach strengthened the strategic influence of the Programme, where applicable and fostered an environment conducive to innovation, learning and adaptive management.
2. The flexibility of the Sida programme has been crucial in allowing UNDP to be innovative, to engage in programming without the constraints of the usually earmarked funds and as a result deliver impressive results and thought-leadership positions at the global level.
3. There could have been a greater involvement of the regional offices in external programming, as it was for gender mainstreaming and SES. It is at the regional level that the requests for assistance from the COs are received, including for guidance on integrated programming.
4. In hindsight there could have been more clarity as to what the oversight of the pilot COs by the global and regional teams should entail, and what should the COs commit to, especially for integrated external programming.
5. It is important to engage the partners – the governments, private sector, civil society, and communities – in training on integrated programming and design of integrated programmes to ensure that the capacities built at UNDP eventually translate into impact on the ground.
6. When contemplating capacity building that entails a change in the business-as usual, more guidance is needed at the CO level with better spelled out approaches and/or clear learning agenda.

# Annexes

## Annex 1: TOR

**Terminal Evaluation of the**

Sida-UNDP Programme on Environment and Climate Change

1. **Background and context**

UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP’s policy work carried out at HQ, Regional and Country Office levels offers a spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. In this context, UNDP invests in its Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in UNDP’s Strategic Plan.

Within the GPN, the Bureau for Policy and Programme Support (BPPS) has the responsibility for developing all policy and guidance to support the results of UNDP’s Strategic Plan. BPPS staff provides technical advice to Country Offices; advocates for UNDP corporate messages; represents UNDP at multi-stakeholder fora, including public-private, government and civil society dialogues; and engages in UN inter-agency coordination in specific thematic areas.

BPPS’ Nature, Climate, Energy and Waste (NCEW) Teams Hubs work with governments, civil society, and private sector partners to integrate natural capital, environment and climate concerns into national and sector planning and inclusive growth policies; support country obligations under Multilateral Environmental Agreements; and implement the UN’s largest portfolio of in-country programming on environment, climate change, and energy. This multi-billion-dollar portfolio encompasses: Biodiversity and Ecosystem Services including forests; Sustainable Land Management and Desertification including food and commodity systems; Water and Ocean Governance including SIDS; Climate Change Mitigation and Adaptation; Sustainable Energy; Extractive Industries; Chemicals and Waste Management; Environmental Governance and Green/Circular Economy approaches. This includes crosscutting themes on finance, digital transformation, capacity development, human rights, gender equality, health, and South-South learning.

In line with UNDP’s Strategic Plan and corporate strategies, the NCEW Hubs are strengthening their capacities to catalyze, accelerate, and scale innovative solutions and integrated programming that help countries advance an inclusive green recovery and transforms their sustainable development trajectory. This includes, above all, activities undertaken through the **Sida-UNDP Environment and Climate Change Programme** financed by the Government of Sweden (Sida) and implemented in 2020-2023. In 2023 UNDP is commissioning an independent terminal evaluation of the Programme.

**Programme context:**

The key development challenge to which the Sida Programme on Environment and Climate Change (Sida Programme) responds is the need for strengthened internal capacities to achieve UNDP’s overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan. Sustainable development challenges cannot be addressed as separate siloed problems and solutions. Rather, complex challenges, including poverty eradication, gender equality, climate action, and natural resource management, are all connected and must be addressed in a strategic, multifaceted manner. The Sida Programme builds stronger coordination and synergies across three complementary thematic areas and a closely linked set of cross-cutting themes around sustainable food systems, gender equality and women’s empowerment, conflict sensitivity, and finance.

UNDP signed a strategic collaboration framework agreement with Sida, which supports integrated programming and the strengthening of organizational capacities. This framework agreement forms the basis for the Sida Programme on Environment and Climate Change. The Sida Programme helps UNDP deliver better external country results in line with its Signature Solutions and the prioritized thematic areas and cross-cutting themes in an integrated manner. Work at the country level is aimed to achieve integrated results across the Nature, Climate, Energy portfolio. In addition, Sida support also strengthens UNDP’s internal capacities for delivering integrated policy support more broadly. UNDP capacities are strengthened to leverage existing silo-breaking expertise within and across its thematic teams. In addition, stronger capacities for knowledge capture, analysis and sharing of data and lessons learned help inform, scale up, and replicate country solutions supported by UNDP. In 2022, a new complementary Output has been added to the Programme aimed at supporting national consultations for the global Stockholm+50 Conference in line with the terms and conditions of a separate Grant Agreement between the Government of Sweden and UNDP.

The Programme is built around the following key thematic areas related to external programming and internal capacity building:

**Programme Area A. Sustainable Management of Ecosystems, Biodiversity, and Natural Capital**

Component 1: Unleashing synergies between biodiversity and climate resilient community development

Component 2: Drive Finance Away from Natural Capital Depletion and Increase Investment in Nature

**Programme Area B. Sustainable Water and Ocean Governance**

Component 1: Strengthened Water Resources Governance

Component 2: Ocean Innovation and Marine Resource Management

**Programme Area C. Scaling up Climate Change Action for Sustainable Development**

Component 1: Scaling up climate change action

Component 2: Shifting to Cleaner, Renewable and More Efficient Energy Sources

**Programme Area D. Nexus Area: Sustainable Food Systems – Mobilizing Government, Businesses, Communities and Investors for Transforming Food Systems**

**Capacity-building areas:**

* Integrated policy/programme design in line with UNDP social and environmental standards;
* cross-cutting expertise for technical assistance, direct project support and service delivery;
* management and coordination within and across thematic programme areas at all levels;
* partnership building including through UNCTs and other multi-stakeholder mechanisms; and
* knowledge management, monitoring and evaluation and continuous learning.

Sida Programme supports delivery of the following Outputs:

1. **Thematic Programme Outputs:**

**Output 1: Biodiversity**. Global actions mobilized for increased biodiversity mainstreaming and financing

**Output 2: Oceans/Water**. Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally

**Output 3: Integrated Climate Change Work**. Integrated support enhanced to deliver on climate action and sustainable development outcomes

**Output 4: Energy.** Barriers to renewable energy access removed to increase investment and access to sustainable energy for all

**Output 5: Food Systems**. Catalyzes integrated solutions to address food system sustainability and resilience

**Output 6: Cross-Cutting Pilot Country.** Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas

**Output 7: Stockholm+50 Preparations.** Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference

**II. Internal Capacity Building Outputs**

**Output 1:** Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity

**Output 2:** Enhanced management and coordination across thematic programme areas at all levels

**Output 3:** Strategic partnership building is enhanced

**Output 4:** Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles

**Output 5:** Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place.

The Programme has been operating at the global, regional and pilot country levels. Nine pilot countries have been supported through the Programme, including: Bangladesh, Cambodia, Colombia, Ethiopia, Fiji, Haiti, Myanmar, Nepal, and Uganda.

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| **PROJECT INFORMATION** | | |
| **Project/outcome title** | **Sida-UNDP Programme on Environment and Climate Change** | |
| **Atlas ID** | 00124739 | |
| **Corporate outcome and output** | UNDP Strategic Plan Outcomes:  Outcome 1. Advance poverty eradication in all its forms and dimensions; Outcome 2. Accelerate structural transformations for sustainable development  UNDP Strategic Plan Outputs:  Output: 1.1.1 Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int’l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions  Output: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains  Output: 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy  Output: 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth  Output: 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources4, in line with int’l conventions and national legislation  Output: 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation | |
| **Country** | Global. Pilot countries: Bangladesh, Cambodia, Colombia, Ethiopia, Fiji, Haiti, Myanmar, Nepal, and Uganda | |
| **Region** | n/a | |
| **Date project document signed** | 28 September 2020 | |
| **Project dates** | Start | Planned end |
| September 2020 | December 2023 |
| **Project budget** | Original: USS 40,100,000; Revised: US$48,800,000 | |
| **Project expenditure at the time of evaluation** | approx. US$30 million | |
| **Funding source** | Sida, the Government of Sweden | |
| **Implementing party[[18]](#footnote-19)** | UNDP, BPPS | |

1. **Evaluation purpose, scope and objectives**

The Terminal Evaluation (TE) will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming, including through a planned Phase 2 of the Programme to start in 2025. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. The TE will assess the results and achievements at the global, regional and pilot country level. The TE report must provide evidence-based information that is credible, reliable and useful.

The TE will assess programme performance against expectations set out in the programme’s Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the [UNDP Evaluation Guidelines](http://web.undp.org/evaluation/guideline/index.shtml). The Findings section of the TE report will cover the topics listed below. The recommended UNDP Evaluation Report Template is provided in ToR Annex C.

Findings

i. Programme Design/Formulation

• National priorities and country driven-ness

• Theory of Change

• Gender equality and women’s empowerment

• Social and Environmental Safeguards

• Analysis of Results Framework: programme logic and strategy, indicators

• Assumptions and Risks

• Lessons from other relevant programmes incorporated into programme design

• Planned stakeholder participation

• Linkages between programme and other interventions within the sector

• Management arrangements

ii. Programme Implementation

• Adaptive management (changes to the programme design and programme outputs during implementation)

• Actual stakeholder participation and partnership arrangements

• Programme Finance and Co-finance

• Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)

• Overall programme oversight/implementation and execution (\*)

• Risk Management, including Social and Environmental Standards

iii. Programme Results

• Relevance (\*), Effectiveness (\*) and overall programme outcome (\*)

• Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)

• Internal capacity building

• Catalytic Role / Replication Effect

• Progress to impact

iv. Considerations for Phase Two of the Programme

Explore a series of questions to inform preparations for a Phase two of the Programme. These questions will be in part answered based on the findings of the above questions. In addition, the evaluation will ask more specific questions about Phase Two including options for Programme Design/Formulation on:

* Thematic foci
* Global, Regional and Country foci
* Internal capacity building needs
* Results Framework
* Managerial and operational issues

Main Findings, Conclusions, Recommendations and Lessons Learned

• The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

• The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the programme, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to programme beneficiaries and UNDP, including issues in relation to gender equality and women’s empowerment.

• Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. The recommendations will be used to inform planning for a proposed Phase Two of the programme.

• The TE report should also include lessons that can be taken from the evaluation, including good practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other UNDP interventions including Phase Two. When possible, the TE team should include examples of good practices in programme design and implementation.

• It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

1. **Evaluation criteria and key guiding questions**

Evaluation questions define the information that the evaluation will generate. This section proposes the questions that, when answered, will give intended users of the evaluation the information they seek in order to make decisions, take actions or increase knowledge. Questions should be grouped according to the following evaluation criteria: (a) relevance and coherence; (b) effectiveness; and (c) sustainability. The suggested guiding evaluation questions outlined below need to be further refined by the evaluation team, presented in the evaluation Inception Report, and agreed with UNDP evaluation stakeholders.

|  |
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| **Relevance/ Coherence**   1. To what extent was the programme in line with UNDP’s mandate and strategic priorities as outlined in the UNDP Strategic Plan and relevant Signature Solutions? 2. To what extent has the programme been appropriately responsive to evolving political, social, economic, environmental, and development changes? 3. Are the programme objectives and outputs clear, practical and feasible within its frame?   **Effectiveness**   1. What has been the role of adaptive management and learning during implementation to ensure greater effectiveness? 2. In which of the five main external Programme Areas does the programme have the greatest achievements? Why and what have been the supporting factors? How can the programme build on or expand these achievements in Phase 2? 3. In which areas does the programme have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? What, if any, alternative strategies could have been more effective in achieving these external Programme Area objectives? 4. To what extent has the programme strengthened UNDP’s internal capacities at the global, regional and Country Office levels for:  * Integrated Management, Coordination, Staffing, Policy and Programming?   - promoting gender equality and the empowerment of women?  - assessing and managing environmental and social risks associated with its environment programming?  - communication, knowledge management, South-South, and digital/data work  - UN system and other partnerships   1. How can the programme build on or expand these achievements in Phase 2? 2. What, if any, alternative strategies would have been more effective in achieving these internal capacity building objectives?   **Sustainability**   1. Are there any financial risks that may jeopardize the sustainability of programme outputs? 2. To what extent will financial and economic resources be available to sustain the benefits achieved by the programme? To what extent have Sida Programme resources been used to catalyse additional funding, including from UNDP and funding partners? 3. To what extent do internal mechanisms, procedures and policies exist to allow UNDP to carry forward the results attained on internal capacity building 4. To what extent have learning and lessons been documented by the programme team on a continual basis and shared internally and with partners who could learn from the programme? |
|  |

1. **Methodology**

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Sida Team in NCEW, government counterparts, relevant UNDP Country Offices and Regional Hubs, and other stakeholders. Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have programme responsibilities, including but not limited to*: UNDP Sida Programme Team, UNDP NCEW technical teams, Sida, UNDP Regional Hubs, UNDP Country Offices in 9 pilot countries, key government counterparts in the 9 pilot countries.*

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. Suggested methodological tools and approaches may include:

* **Document review.** This would include a review of all relevant documentation, inter alia
  + Programme document (contribution agreement)
  + Theory of change and results framework
  + UNDP Strategic Plans
  + Programme quality assurance reports
  + Annual review reports
  + Annual workplans
  + Pilot projects work plans
  + Activity designs
  + Highlights of programme board meetings
  + Technical/financial monitoring reports.
* **Interviews and meetings** with key stakeholders (men and women) such as key programme counterparts, donor community members, United Nations country team (UNCT) members and implementing partners:
  + **Semi-structured interviews,** based on questionsdesigned for different stakeholdersbased on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
  + Key informant and **focus group discussions** with men and women, beneficiaries and stakeholders.
  + All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
* **Surveys and questionnaires** including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
* **Other methods** such as outcome mapping, group discussions, etc.
* **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
* **Gender and human rights lens**. All evaluation products need to address gender, disability, and human right issues.

The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

1. **Evaluation products (deliverables)**

* **Evaluation inception report (suggested 10-15 pages).** The inception report must be carried out following and based on preliminary discussions with UNDP after the desk review and will be produced before the evaluation mission starts (before any formal evaluation interviews, survey distribution). It must include any updates to methodology and/or sets of evaluation questions. Due date: 30 September 2023
* **Evaluation debriefings.** Immediately following an evaluation, TE team will provide preliminary debriefing and share preliminary findings. Due date: 31 October 2023
* **Draft evaluation report (suggested** 40-60 pages including executive summary). Due Date: 30 November 2023
* **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator. Comments and changes by the evaluator in response to the draft report must be retained by the evaluator to show how they have addressed comments.
* **Final evaluation report.** All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[19]](#footnote-20) Due date: 15 December 2023
* **Presentation of the evaluation findings to stakeholders (Sida, Sweden and UNDP)**.

1. **Evaluation team composition and required competencies**

An international independent evaluator with an experience and exposure to projects and evaluations across different regions will conduct the evaluation. The evaluator cannot have participated in the programme preparation, formulation and/or implementation (including the writing of the programme document), and should not have a conflict of interest with the programme’s related activities.

* **Required qualifications:**
  + Master’s degree in environment, natural resource management, economics, political science, nature science, data management or other closely related field
  + Recent experience with results-based management evaluation methodologies;
  + Experience applying SMART indicators and reconstructing or validating baseline scenarios;
  + Experience in evaluating projects and programmes;
  + Experience working in developing countries is an asset;
  + Project/programme evaluation/review experience within United Nations system will be considered an asset;
* **Technical competencies:**
  + Data analysis and report writing;
  + Excellent communication skills;
  + Demonstrable analytical skills;
* **Technical knowledge and experience:**
  + Technical knowledge in UNDP thematic areas related to environment, climate change and/or sustainable development for at least 10 years;
  + Gender expertise/competencies in the evaluation team are a must;
  + Technical knowledge and experience in other cross-cutting areas such equality, rights-based approach, and capacity development will be considered an asset.
* **Language skills required:**
  + Fluency in written and spoken English.

1. **Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

1. **Implementation arrangements**

* The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this programme’s TE is BPPS/NCE Team. The Global Sida Programme Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.
* The Evaluation Team will report to the BPPS/NCE Team based in New York;
* The Evaluation Team will engage/interact with the UNDP Commissioning Unit, relevant regional hubs, and country offices by email and Teams/Zoom.
* Given that the assignment envisages communication with UNDP Offices around the world, the Evaluation Team is expected to be reasonably flexible with their availability for such consultations taking into consideration different time zones where applicable.

1. **Time frame for the evaluation process**

The total duration of the TE will be approximately 25-35 working days over a time period of September-December 2023.

The following evaluation activities will be part of the evaluation process:

* Desk review;
* Briefings of evaluators;
* Finalizing the evaluation design and methods and preparing the detailed inception report;
* Data collection and analysis (interviews, questionnaires);
* Preparing the draft report;
* Stakeholder meeting and review of the draft report (for quality assurance);
* Incorporating comments and finalizing the evaluation report.

A suggested approximate time breakdown for the evaluation activities are as follows (to be reconfirmed in the Inception Report):

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| --- | --- |
| **Activity** | **Suggested/tentative time breakdown** |
| Document review and preparation of TE Inception Report | 2-4 days |
| Finalization and Validation of TE Inception Report | 1-3 days |
| Stakeholder meetings, interviews | 7-8 days |
| Preparation of draft TE report | 7-10 days |
| Mission wrap-up meeting & presentation of initial findings | 5 days |
| Circulation of draft TE report for comments |  |
| Incorporation of comments on draft TE report into Audit Trail & finalization of TE report and presentation. | 3-5 days |
| **Total** | **25-35 days** |

In addition, the evaluators may be expected to support UNDP efforts in knowledge sharing and dissemination.

1. **TOR annexes**

* Annex A. Sida Programme Results Framework
* Annex B. Sida Programme Document and Annexes
* Annex C. Recommended Evaluation report template
* Annex D. Dispute and wrongdoing resolution process and contact details
* Annex E. Pledge of ethical conduct in evaluation.

**Annex A. Sida Programme Results Framewo**rk

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| **Project title: Sida-UNDP Strategic Collaboration Programme on Environment and Climate Change Atlas Project Number:** 00124739  **Atlas Output Numbers:** 00119459; 00120002; 00120004; 00120005; 00120003 |
| **Intended Outcome as stated in the UNDP Strategic Plan Results and Resource Framework:**  Outcome 1. Advance poverty eradication in all its forms and dimensions; Outcome 2. Accelerate structural transformations for sustainable development |
| **Applicable Output(s) from the UNDP Strategic Plan:**  **SP Output:** 1.1.1 Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int’l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions  **SP Output:** 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains  **SP Output:** 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy  **SP Output:** 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth  **SP Output:** 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with int’l conventions and national legislation  **SP Output:** 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project title: Sida-UNDP Programme on Environment and Climate Change** | | | | | | | | | | | | | | |
| **EXPECTED OUTPUTS - SECTION 1** | | **OUTPUT INDICATORS** | | **DATA SOURCE** | **BASELINE** | | |  | | | | | |
| **Value** | **Year 0 (2019)** | | **Year 1 (2020)** | **Year 2 (2021)** | **Year 3 (2022)** | **Year 4 (2023)** | **FINAL5** |
|  | | | | | | | | | | | | | | |
| **Output 1:**  Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int’l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions | | ***1.1*** Number of countries that have development plans and budgets that integrate international agreements across the whole-of-government: a) 2030 Agenda for Sustainable Development; b) Paris Agreement; c) Other int’l agreements1 | | *IRRF Data* | Number | 22  19  12 | | 30  21  16 | 35  27  21 | n/a | n/a | n/a |
| **Output 2:**  Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains | | ***2.1*** National resources managed under a sustainable use, conservation, access and benefit-sharing regime: a) Area of land and marine habitat under protection (ha); b) Area of existing protected area under improved management (ha); c) Number of shared water ecosystems (fresh or marine) under cooperative management; d) Area under sustainable forest management (ha); and e) Area of land under improved sustainable land management regime (hectares) | | *IRRF Data* | Number | a) 6,553,326  b) 40,121,253  c) 5,504  d) 5,045,281  e) 14,260,097 | | a) 10,884,546  b) 48,281,062  c) 5,604  d) 9,657,139  e) 74,781,032 | a) 18,939,500  b) 103,850,118  c) 5,734  d) 13,297,751  e) 81,903,724 | n/a | n/a | n/a |
| **Output 3:**  Solutions adopted to achieve universal access to clean, affordable and sustainable energy7 | | ***3.1*** Number and proportion5 of households benefitting from clean, affordable and sustainable energy access: a) Women-headed; and b) In rural areas. | | *IRRF Data* | Number | 1,404,055; 77%  1,175,227; 24% | | 1,890,339; 77%  1,581,627; 28% | 3,625,109; 78%  2,030,081; 28% | n/a | n/a | n/a |
| **Output 4:**  Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth8 | | ***4.1*** Number of countries with targets9 for low emission and climate-resilient development in: a) Development plans and strategies; b) Budgets; and c) Private sector business plans, strategies | | *IRRF Data* | Number | 15  11  14 | | 21  17  19 | 22  22  22 | n/a | n/a5 | n/a5 |
| **Output 5:**  Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources10, in line with int’l conventions and National legislation | | ***5.1*** Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity & ecosystems: a) Policy frameworks; b) Legal/regulatory frameworks; c) Institutional frameworks; and d) Financing frameworks | | IRRF Data | Number | 14  10  10  6 | | 27  24  25  23 | 38  36  36  33 | n/a5 | n/a5 | n/a5 |
| **Output 6:**  Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation | | ***6.1*** Number of countries with strengthened capacities for achieving energy transformation at scale: Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy | | IRRF Data | Number | 14 | | 19 | 21 | n/a5 | n/a5 | n/a5 |
| **Project title: Sida-UNDP Programme on Environment and Climate Change** | | | | | | | **Atlas Project Number:**  **00124739** | | | | | | | |
| **EXPECTED OUTPUTS – SECTION 211** | **OUTPUT INDICATORS** | | **DATA SOURCE** | | **BASELINE** | | | **TARGETS (by frequency of data collection)** | | | | | |
|  |  | |  | | **Value** | **Year 0 (2019)** | | **Year 1 (2020)** | **Year 2 (2021)** | **Year 3 (2022)** | **Year 4 (2023)** | **FINAL12** |
| **Section 2: Thematic Programme Area Indicators** | | | | | | | | | | | | | | |
| **Output 1: Biodiversity**  Global actions mobilized for increased biodiversity mainstreaming and financing | **A: Global Country Work** | | | | | | | | | | | | | |
| ***A 1.1*** Number of countries where synergies between biodiversity and climate resilient community development are demonstrated through a range of actions on human wildlife conflict mitigation and management and/or through the creation of sustainable, local wildlife economies, with strong emphasis on clear gender and poverty reduction dividends | | PIMS+  Annual Project Implementation Report (PIRs) | | Number | 0 | | *0* | *2* | *4* | *5* | *5* |
| ***A 1.2*** Number of campaigns for biodiversity and wildlife conservation successfully conducted in collaboration with a range of partners | | Evidence of campaign and outreach | | Number | 0 | | *0* | *2* | *3* | *3* | *3* |
| ***A 1.3*** Amount of new innovative global financing mobilised in support for nature | | Financial reports of financing mechanisms | | US$ | 0 | | *0* | 40 million | 80 million | 100 million | 100 million |
| **B: Pilot Country Work** | | | | | | | | | | | | | |
| ***B 1.1*** Number of pilot countries with Nature Based Solutions fully integrated in UNDP country projects and programmes | | Pilot Country Progress Reports  PIMS+  PIRs | | Number | 0 | | *1* | *3* | *7* | *9* | *9* |
| ***B 1.2*** Number of policy decision making tools demonstrated providing critical information for biodiversity, climate, and sustainable development planning and actions | | Pilot Country Progress Reports  PIMS+  PIRs | | Number | 0 | | *1* | *2* | *3* | *4* | *4* |
| ***B 1.3*** Number of pilot countries with innovative financing mechanisms established for financing for the Post 2020 Global Biodiversity Framework including fiscal reform e.g., subsidy repurposing | | Pilot Country Progress Reports  PIMS+  PIRs  BIOFIN reports | | Number | 0 | | *0* | *1* | *3* | *4* | *4* |
| **Output 2: Oceans/ Water**  Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally | **A: Global country work** | | | | | | | | | | | | | |
| ***A 2.1*** Number of innovative and scalable solutions to ocean challenges identified and supported in countries | | Ocean Innovation Challenge Progress Reports and data base | | Number | 0 | | 0 | *9* | *14* | *21* | *21* |
| ***A 2.2*** Number of countries with enhanced institutional capacities for sustainable water management | | Cap-Net Monitoring, Evaluation and Learning Plan (MELP) and reports from GoAL-WaterS local/national governance support | | Number | 0 | | *8* | *10* | *15* | *20* | *20* |
| ***A 2.3*** Number of countries with enhanced policy frameworks for sustainable water management | | GoAL-WaterS local/national governance support | | Number | 0 | | *3* | *4* | *5* | *6* | *6* |
| ***A 2.4*** Number of global, regional or local initiatives that support integrated solutions for SDG 6 Acceleration | | SDG 6 Acceleration Dashboard | | Number | 0 | | 0 | *10* | *15* | *20* | *20* |
| **B: Pilot Country Work** | | | | | | | | | | | | | |
| ***B 2.1*** Number of pilot countries with freshwater and coastal resources management frameworks strengthened at local or national level | | Pilot Country Progress Reports | | Number | 0 | | 0 | *1* | *3* | *6* | *6* |
| **Output 3: Integrated Climate Change Work**  Integrated support enhanced to deliver on climate action and sustainable development outcomes | **A: Global work** | | | | | | | | | | | | | |
| ***A 3.1*** Policy advocacy and knowledge strengthened on NDC enhancement and implementation, including the Climate Promise | | Progress reports for Climate Promise, NDCSP, NAP-GSP, ROAR and other global programmes | | Yes/No | - | | Yes | Yes | Yes | Yes | Yes |
| ***A 3.2*** Number of countries with greater alignment between NDCs, NAPs and development and sectoral plans and budgets to advance the SDG agenda | | Progress reports for Climate Promise, NDCSP, NAP-GSP, and other global programmes; Strategic Plan reporting | | Number | 0 | | *15* | *20* | *25* | *30* | *30* |
| **B: Pilot Country Work** | | | | | | | | | | | | | |
| ***B 3.1***Number of pilot countries with data, knowledge and capacities strengthened to enhance and implement NDCs | | Pilot Country Climate Promise Progress Reports; | | Number | 0 | | *5* | *6* | *8* | *10* | *10* |
| **Output 4: Energy**  Barriers to renewable energy access removed to increase investment and access to sustainable energy for all | **A: Global work** | | | | | | | | | | | | | |
| ***A 4.1*** Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied (DREI) | | Sida Programme Annual Progress Report | | Number | 0 | | *2* | *6* | *10* | *14* | *14* |
| ***A 4.2*** Number of countries provided with advice on carbon pricing and fossil fuel subsidy reform | | Sida Programme Annual Progress Report | | Number | 0 | | *2* | *4* | *6* | *8* | *8* |
| ***A 4.3*** Number of countries supported on design and implementation of policy de-risking and financial de-risking instruments | | Sida Programme Annual Progress Report | | Number | 0 | | *8* | *12* | *14* | *16* | *16* |
| **B: Pilot Country Work** | | | | | | | | | | | | | |
| ***B 4.1*** Number of pilot countries where integrated energy activities are underway, including support for energy access and last-mile electrification, which benefits local communities, including women and rural households. | | Pilot Country Progress Reports | | Number | 0 | | *0* | *2* | *3* | *5* | *5* |
| **Output 5: Food Systems**  Catalyses integrated solutions to address food system sustainability and resilience | **Global Work** | | | | | | | | | | | | | |
| ***A 5.1*** Number of global or regional initiatives that support integrated solutions to address food systems sustainability and resilience | | Initiatives/reports | | Number | 0 | | *3* | *4* | *4* | *4* | *4* |
| ***A 5.2*** Number of joint food systems resilience programmes, initiatives and campaigns designed and implemented with sister agencies including UNEP and FAO, and other partners with clear linkage with the UN Food System Summit and follow ups | | Programmes, initiatives and campaign reports | | Number | 0 | | *1* | *3* | *4* | *4* | *4* |
| ***A 5.3*** Number of projects in the UNDP FACS portfolio strengthened to ensure they are aligned with the UNDP FACS strategy | | FACS reporting | | Number | 0 | | *0* | *2* | *4* | *6* | *6* |
| **Pilot Country Work** | | | | | | | | | | | | | |
| B 5.1 Number of pilot countries with projects addressing food systems with a holistic approach and/or integrating agroecology principles in their strategies. | | Pilot Country Progress Report  PIMS+  PIRs | | Number | 0 | | *3* | *3* | *3* | *3* | *3* |
| B 5.2 Number of pilot countries with projects supporting active multistakeholder collaboration for food systems transformation. | | Pilot Country Progress Report | | Number | 0 | | *0* | *2* | *3* | *3* | *3* |
| **Output 6: Cross-Cutting Pilot Country Work13**  Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas | **Pilot Country Work** | | | | | | | | | | | | | |
| ***6.1*** Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty, including in ways that advance gender equality | | Pilot Country Progress Reports | | Number | 0 | | 8 | 9 | 9 | 9 | 9 |
| ***6.2*** Number of pilot countries that have received targeted training and technical advice needed to increase level of compliance with corporate SES standards | | Pilot Country Progress Reports | | Number | 0 | | 0 | 3 | 6 | 9 | 9 |
| ***6.3*** Number of pilot countries with SES implementation plans | | Pilot Country Progress Reports | | Number | 0 | | 0 | 2 | 3 | 5 | 5 |
| ***6.4*** Number of pilot countries in which gender concerns are integrated into SIDA-supported programming | | Pilot Country Progress Reports | | Number | 0 | | 9 | *9* | *9* | *9* | *9* |
| ***6.5*** Number of pilot countries in which SIDA programme is used to strengthen coordination and partnerships across new and existing UNCT programmes and policies | | Pilot Country Progress Reports | | Number | 0 | | 0 | *2* | *3* | *5* | *5* |
| **Output 7: Stockholm+50 Preparations**  Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference | **Stockholm+50** | | | | | | | | | | | | | |
| ***7.1*** Number of countries supported withbottom-up, whole-of-society, whole-of-government Stockholm+50 national consultations | | Stockholm +50 Consultation, Roadmaps, Reporting, and linked- data and comms work delivered. | | Number | 0 | | N/A | *0* | *58* | *58* | *58* |
| ***7.2*** Major stakeholder groups (youth, women, and indigenous groups), the private sector, UN system entities, the research community, and other non-state actors in the supported countries are engaged in the Stockholm+50 consultations and its follow-up. | | Stockholm +50 Consultation, Roadmaps, Reporting, and linked- data and comms work delivered. | | Yes/No | - | | N/A | *N* | *Y* | *Y* | *Y* |
| **Output 8: Climate and Security**  Enhanced integrated support and policy advise on building resilience to climate-related security risks | Global Work  **8.1** Number of contributions to thought leadership, knowledge, data and the evidence base  Country Work  **8.2** Policy and programming support to address climate-related security risks provided to X number of countries, regional entities and peacebuilding networks | | Sida Programme Annual Progress Report, Conflict Prevention Peacebuilding and Responsive Institutions Global Programme Progress Report, Climate Promise Progress Report | | Number  Number | 0  0 | | N/A  N/A | N/A  N/A | N/A  N/A | 3  25 | 3  25 |
| **Output 9: Chemicals, Waste and Plastics**  Promoting the integrated management of chemicals, waste and plastics towards zero waste vision and circular economy, supporting the global efforts to end plastic pollution. | Global Work  A 9.1. Establishment of a global zero waste clearing house (platform) for knowledge sharing, learning, and technical assistances.  A 9.2 Number of global initiatives UNDP developed or participated for sound management of chemicals, waste and plastics.  Country Work  B 9.1. Number of countries that received technical supports from UNDP and zero waste clearing house  B9.2 Resource mobilized for countries in addressing the plastic challenges with UNDP supports  B9.3 Resource mobilized for countries for an integrated waste management system towards zero waste vision and green/circular economy. | | Annual progress reports  PIMS+ | | Yes/no  Number  Number  Amount ($)  Amount | No  3 (2022)  5 (2022)  0 (2022)  0 (2022) | | N/A  N/A  N/A  N/A  N/A | N/A  N/A  N/A  N/A  N/A | N/A  N/A  N/A  N/A  N/A | Yes  5  15  25m  30m | *Yes*  *5*  *15*  *25m*  *30m* |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project title: Sida-UNDP Programme on Environment and Climate Change** | | | | | | | | | | |
| **EXPECTED OUTPUTS - SECTION 314** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | |  | | | | | |
| **Value** | **Year 0 (2019)** | **Year 1 (2020) - Target** | **Year 1 (2020) - Actual** | **Year 2 (2021)** | **Year 3 (2022)** | **Year 4 (2023)** | **Final** |
| **Output 1:**  Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity | ***1.1:*** New staff and consultants have been hired with a cross-cutting, integrated focus that are contributing to UNDP’s work on nature, climate, and energy | Sida Programme Annual Progress Report | Yes/No15 | - | Yes | Yes | Yes | Yes | Yes | Yes |
| ***1.2*** Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved16 | IRRF | Yes/No | - | Yes | Yes | Yes | Yes | *Yes* | *Yes* |
| **Output 2:**  Enhanced management and coordination across thematic programme areas at all levels | ***2.1*** Project Board meetings are conducted on a yearly basis17 and include a review and discussion on progress made and results for cross-cutting outputs and activities | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes18 | Yes | Yes | *Yes* | *Yes* |
| ***2.2*** New system in place to better coordinate integrated work planning across thematic areas, including new management arrangements, reporting structures, and incentive systems. | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | *Yes* | *Yes* |
| **Output 3:**  Strategic partnership building is enhanced | ***3.1*** Number of strategic partnerships developed and/or strengthened as a result of activities under the Sida Programme, including with UN sister agencies and other international partners, public and private | Sida Programme Annual Progress Report | Number | 0 | 2 | 4 | 3 | 5 | *10* | *20* |
| **Output 4:**  Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles | ***4.1*** Number of global and regional webinars/ training conducted on SES for UNDP staff per year | Training/ Webinar Tracking Tool | Number | 0 | 2 | 1 | 4 | 4 | *4* | *14* |
| ***4.2*** Number of global and regional webinars/trainings conducted on gender per year | Training /Webinar Tracking Tool | Number | 0 | 2 | 1 | 4 | 4 | *4* | *14* |
| **Output 5:**  Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place. | ***5.1*** KM strategy developed and implemented for KM for the NCE portfolio, including knowledge generated from Sida Programme pilot country and broader thematic area work | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | Yes | Yes |
| ***5.2*** UNDP Community of Practice networks (including Poverty and Inequality, Environment and Climate Action, Energy, Gender, and SDG Integration) promote M&E, KM and lessons learned on their platforms drawing from Sida Programme | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | Yes | Yes |
| ***5.3*** Number of global and regional knowledge products developed per year that draw on lessons learned from the integrated biodiversity, water, ocean, and climate change work supported by this Programme | Sida Programme Annual Progress Report | Number | 0 | 1 | 1 | 2 | 3 | *3* | *9* |

**Annex B. Sida Programme document** (shared in a separate file)

**Annex C. Evaluation report template**

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by section format that all evaluation reports should follow. Rather, it suggests the areas of content that should be included in a quality evaluation report.

The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should include the following:

1. **Title and opening pages** should provide the following basic information:

* Name of the evaluation intervention.
* Time frame of the evaluation and date of the report.
* Countries of the evaluation intervention.
* Names and organizations of evaluators.
* Name of the organization commissioning the evaluation.
* Acknowledgements.

2. **Programme and evaluation information** details to be included in all final versions of evaluation reports on second page (as one page):

Graphical user interface, application, Word

Description automatically generated

Graphical user interface, application, Word

Description automatically generated

3. **Table of contents**, including boxes, figures, tables, and annexes with page references.

4. **List of acronyms and abbreviations**.

5. **Executive summary** (four/ five page maximum). A stand-alone section of two to three pages that should:

* Briefly describe the intervention of the evaluation (the programme(s), programme(s), policies, or other intervention) that was evaluated.
* Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
* Describe key aspects of the evaluation approach and methods.
* Summarize principle findings, conclusions and recommendations.

6. **Introduction**

* Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
* Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
* Identify the intervention being evaluated (the project(s) programme(s) policies or other intervention).
* Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the intended users.

7. **Description of the intervention** provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should:

* Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address.
* Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy / theory of change.
* Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals.
* Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks, theory of change) that have occurred over time, and explain the implications of those changes for the evaluation.
* Identify and describe the key partners involved in the implementation and their roles.
* Include data and an analysis of specific social groups affected. Identify relevant crosscutting issues addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.
* Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population (men and women) for each component.
* Indicate the total resources, including human resources and budgets.
* Describe the context of the social, political, economic, and institutional factors, and the geographical landscape within which the intervention operates, and explain the challenges and opportunities those factors present for its implementation and outcomes.
* Point out design weaknesses (e.g., intervention logic, theory of change) or other implementation constraints (e.g., resource limitations).

8. **Evaluation scope and objectives**. The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

* Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population and geographic area included, and which components, outputs or outcomes were or were not assessed.
* Evaluation objectives. The report should spell out the types of decisions the evaluation will feed into, the issues to be considered in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
* Evaluation criteria. The report should define the evaluation criteria or performance standards used44 and explain the rationale for selecting those particular criteria.
* Evaluation questions. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to those questions address the information needs of users.

9. **Evaluation approach and methods**. The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the time and money constraints, the approaches and methods employed yielded data that helped to answer the evaluation questions and achieved the evaluation purposes. **The report should specify how gender equality, disability, vulnerability and social inclusion were addressed in the methodology, including how data collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholder groups.** The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description of methodology should include discussion of each of the following:

* Evaluation approach.
* Data sources: the sources of information (documents reviewed and stakeholders met) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
* Sample and sampling frame. If a sample was used, describe the sample size and characteristics, the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
* Data collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.
* Performance standards: 46 the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
* Stakeholder participation: who participated and how the level of involvement of men and women contributed to the credibility of the evaluation and the results.
* Ethical considerations: including the measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).
* Background information on evaluators: the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
* Major limitations of the methodology should be identified and openly discussed, as well as any steps taken to mitigate them.

10. **Data analysis**. The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women’s empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.

12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women’s empowerment as well as to disability and other cross-cutting issues.

13. **Recommendations**. The report should provide a reasonable number of practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should address any gender equality and women’s empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.

14. **Lessons learned**. As appropriate and/or if requested in the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context, outcomes, even evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women’s empowerment, disability and other cross-cutting issues should also be considered.

15. **Report annexes**. Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

* TOR for the evaluation.
* Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
* List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
* List of supporting documents reviewed.
* Project or programme results model or results framework.
* Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators.
* Pledge of ethical conduct in evaluation signed by evaluators.

**Annex D. Dispute and wrongdoing resolution process and contact details**

**Complaints and dispute settlement**

Should you or a member of the evaluation team have material concerns about the implementation of an evaluation or finalisation of an evaluation report, you are freely able to raise your concerns with the management within UNDP. You may submit your concerns anonymously at any stage of the evaluation process, including after an evaluation’s completion, though UNDP encourages prompt reporting to ensure issues can be addressed in a timely manner.

For example, you may decide to alert UNDP management if:

• You feel unduly pressured to change the findings, conclusions or/and recommendations of an evaluation you have been contracted to undertake

• Payment for the evaluation is being withheld until it is adjusted to accommodate the requests of the evaluation commissioner (other than to address quality concerns in relation to the report)

• You have not been provided with information that you consider to be material to the evaluation report

• The scope or depth of the evaluation has been adversely affected because you have not been provided with adequate access to interview or make connections with stakeholders.

Please raise any material concerns with the Deputy Director of the relevant Regional Bureau who will ensure a timely response, and act fairly to address your concerns and seek to settle any disputes. Please also include the Independent Evaluation Office, in your correspondence ([evaluation.office@undp.org](mailto:evaluation.office@undp.org)).

**Reporting wrongdoing**

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the [UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=315&Menu=BusinessUnit), the Office of Audit and Investigation (OAI) is the principal channel to receive allegations.[[20]](#footnote-21)

Anyone with information regarding fraud, waste, abuse or other wrongdoing against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

[**ONLINE REFERRAL FORM**](https://secure.ethicspoint.eu/domain/media/en/gui/104807/lang.html) (You will be redirected to an independent third-party site.)

**PHONE** - REVERSED CHARGES [Click here for worldwide numbers](https://secure.ethicspoint.eu/domain/media/en/gui/104807/phone.html) (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

**EMAIL** directly to OAI at: [reportmisconduct@undp.org](mailto:reportmisconduct@undp.org)

**REGULAR MAIL**

Deputy Director (Investigations)

Office of Audit and Investigations

United Nations Development Programme

One UN Plaza, DC1, 4th Floor

New York, NY 10017 USA

## Annex 2: List of Related Projects and Initiatives: Global, Regional, and Country Level

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Programme Name** | **Implementing Partners** | | | | **Funding Partners** | | | | **Budget** | | | | **Time Period** | | **Status** | |
| **Ecosystems, Biodiversity, and Natural Capital - approximate overall monetary size of global portfolio: ~US$ 2.3 billion** | | | | | | | | | | | | | | | | |
| **GEF Financed National, Regional and Global Projects (~200 projects under implementation or preparation)** | 130 governments and other partners: UNEP, FAO, IFAD, WCS, FFI, ZSL, WWF, private sector, etc. | | | | GEF  Adaptation Fund | | | | 1,797,786,446 | | | | 2019-2028 (for the current portfolio) | | Under Implementation | |
| **Biodiversity Finance Initiative (BIOFIN - Phase II)** | 35 governments: ministries of finance and development agencies. | | | | Germany, Norway, EU, Switzerland, Flanders, Belgium, Canada, UK, Sida[[21]](#footnote-22) and Sida-UNDP Programme | | | | 59,119,256 | | | | 2019-2026 | | Under Implementation | |
| **Nature for Development Programme** | UNEP-WCMC, UNEP, Meridian Institute, Grid-Arendal. | | | | Germany, Norway, Sida-UNDP Programme | | | | 10,000,000 | | | | 2018 – 2022 | | Under Implementation | |
| **Partnership for Action on Green Economy (PAGE)** | UNEP, UNIDO, UNITAR, ILO, GGKP, GEC | | | | EC, Germany, Norway, Finland, S Korea, Sida, Switzerland | | | | 30,000,000 | | | | Phase 1: 2014-2020 Phase 2: 2020-2030 | | Under Implementation | |
| **Poverty-Environment Action for SDGS (PEA)** | UNEP | | | | EU, Austrian Development Agency, Sida, Norway | | | | 20,000,000 | | | | 2018 – 2022 | | Under Implementation | |
| **The Lion’s Share** | UNEP, MPTFO, Mars Inc., BBDO, Finch, Nielsen | | | | Mars Inc and other private sector companies | | | | 15,000,000 | | | | 2019-2022 | | Under Implementation | |
| **BES-NET Phase II** | IPBES, UNEP-WCMC, Governments | | | | Germany | | | | 21,200,0000 | | | | 2010-2028 | | Under Implementation | |
| **GEF Small Grants Programme** | Civil Society Organizations and governments in 125 countries | | | | GEF | | | | 291,000,000 | | | | Ongoing since 1992 | | Under Implementation | |
| **Indigenous and Community Conservation Area (ICCA) Support Programme Phase 2** | ICCA Consortium, communities, CSOs, governments in 26 countries | | | | Germany | | | | 17,451,803 | | | | 2021-2023 | | Under Implementation | |
| **Env Governance Programme, Mining** | Swedish EPA | | | | Sida, SEPA | | | | 10,000,000 | | | | 2015-2023 | | Under Implementation | |
| **Support for a Taskforce on Nature Related Financial Disclosures** | UNEP Finance Initiative, | | | | MPTF/Italy, Sida-UNDP Programme | | | | 2,500,000 | | | | 2020-2023 | | Under Implementation | |
| **Supporting the Roll-Out of the Taskforce on Nature-related Financial Disclosures (TNFD** | TNFD secretariat, UNEP Finance Initiative, Global Canopy etc. | | | | IKI Germany | | | | 27,487,581 | | | | 2023 - 2028 | | Under Implementation | |
| **Global Fund for Coral Reefs** | UNEP, UNCDF | | | | Germany, UK, Paul Allen Family Foundation, Prince Albert of Monaco II Foundation, Sida-UNDP Programme | | | | 18,100,000 | | | | 2020-2024 | | Under Implementation | |
| **NBSAP Accelerator Partnership** | UNEP, CBD Secretariat | | | | IKI Germany | | | | 9,000,000 | | | | 2023-2026 | | Under Implementation | |
| **Water and Ocean Governance - approximate overall monetary size of global portfolio (including pipeline): ~US$350 million** | | | | | | | | | | | | | | | | |
| **Implementation of Global and Regional Oceanic Fisheries Conventions and Related Instruments in the Pacific Small Island Developing States (SIDS)** | Forum Fisheries Agency, Secretariat to the Pacific Community, FAO | | | | GEF | | | 5,500,000 | | | Jun-2015 - July 2021 | | | | | Under implementation |
| **The Ocean Innovation challenges (OIC)** | UND-HQ | | | | Sida & Norad | | | 9,463,216 | | | 2020-2024 | | | | | Call # 1 included 8 innovations on marine pollution and plastics under Implementation in Comoros, Maldives, Philippine, Costa Rica, Cape Verde, Mexico, Morocco, Malaysia, Singapore, Indonesia, Thailand, and Vietnam. Call # 2 on sustainable fisheries started implementation in July 2022 including 9 innovations that will be implemented in México, Philippines, Mauritius, Indonesia, The Bahamas, Senegal, Ghana, Peru, Ecuador, Costa Rica, and Maldives. Call #3 started in February 2023 including 4 innovations on Marine Protected Areas, Coastal Ecosystems, and Non fisheries blue economy. These 4 innovations will be implemented in Thailand, Madagascar, Malysia, Turkey, and Bangladesh. Call #4 is planned to launch in July 2023 targeting Blue Economy in SIDS or Costal LDCS. |
| **Global Sustainable Supply Chains for Marine Commodities** | Indonesia, Costa Rica, Ecuador, Philippines, Sustainable Fisheries Partnership | | | | GEF | | | 6,022,500 | | | May-2016 - Nov- 2021 | | | | | Under implementation |
| **CLME+: Catalyzing Implementation of the Strategic Action Programme for the Sustainable Management of Shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems** | UNEP Cartagena Convention Secretariat, OSPESCA, CRFM, FAO-WECAFC, UNOPS, IOC-UNESCO, US-NOAA, Governments | | | | GEF | | | 13,625,000 | | | Apr-2015 - Oct-2021 | | | | | Under implementation |
| **Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries** | Secretariat to Pacific Community, FAO, UN | | | | GEF | | | 11,246,025 | | | Sep-2015 – March 2022 | | | | | Under implementation |
| **ATSEA II (Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs** | Indonesia: Ministry of Marine Affairs and Fisheries (MMAF)  Timor-Leste: Ministry of Agriculture and Fisheries (MAF)  PEMSEA Resource Facility (PRF) | | | | GEF | | | 9,745,662 | | | June 2019-June 2024 | | | | | Under implementation |
| **Reimaanlok - Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R)** | UNDP | | | | GEF | | | 3,927,981 | | | Feb 2018-Feb2023 | | | | | Under implementation |
| **Implementing a Ridge to Reef approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji** | Ministry of Local Government, Housing and Environment | | | | GEF | | | 7,387,614 | | | Oct 2016-Oct 2021 | | | | | Under implementation |
| **Application of Ridge to Reef Concept for biodiversity conservation, and for the enhancement of ecosystem service and cultural heritage in Niue** | Ministry of Natural Resources | | | | GEF | | | 4,194,862 | | | Apr 2016-Apr 22 | | | | | Under implementation |
| **Support to the Orange-Senqu River Strategic Action Programme Implementation** | ORASECOM, governments | | | | GEF | | | 10,815,137 | | | April 2019 - Oct 2024 | | | | | Under implementation |
| **Implementation of the SAP of the Dinaric Karst Aquifer System: improving groundwater governance and sustainability of related ecosystems** | Albania, Bosnia-Herzegovina, Croatia, Montenegro, UNESCO Int’l Hydrological Programme | | | | GEF | | | 5,798,025 | | | Feb-2018 - Feb-2022 | | | | | Under implementation |
| **Managing Coastal Aquifers in Selected Pacific SIDS** | Marshall Islands, Palau, Tuvalu | | | | GEF | | | 5,261,356 | | | Oct 2020 – Sept 2024 | | | | | Under implementation |
| **Strengthening the Palau National Marine Sanctuary for the Conservation and Management of Global Marine Biodiversity and Sustainable Fisheries** | Palau | | | | GEF | | | 2,000,000 | | | June 2021 – May 2025 | | | | | Under implementation |
| **Addressing Climate Vulnerability in the Water Sector (ACWA) in the Marshall Islands** | Marshall Islands | | | | GCF/Govt cash co-financing | | | 24,747,308 | | | May 2020- April 2027 | | | | | Under implementation |
| **Implementing Integrated Land, Water & Wastewater Management in Caribbean SIDS** | SGP, UNEP | | | | GEF | | | 1,500,000 | | | Oct. 2015 – April 2022 | | | | | Under implementation |
| **Integrated Water Resources Management in the Titicaca-Desaguadero-Poopó-Salar de Coipasa System (TDPS)** | ANA, MINAM, Ministry of Foreign Affairs - Peru  Ministry of Environment, Ministry of Foreign Affairs – Bolivia | | | | GEF | | | 6,563,750 | | | Nov. 2016 – Oct. 2022 | | | | | Under implementation |
| **Coastal Fisheries Initiative** | Ministry of Aquaculture and Fisheries, Ministry of Environment, Ministry of Foreign Affairs – Peru  Ministry of Production, Trade, Investment and Fisheries, Ministry of Foreign Affairs, CI, WWF - Ecuador | | | | GEF | | | 6,588,991 | | | Oct. 2017 – Oct. 2022 | | | | | Under implementation |
| **Integrated Environmental Management of the Bi-National Río Motagua Watershed** | Secretariat of Energy, Natural Resources, Environment, and Mines of Honduras (Mi Ambiente+) – Honduras  Ministry of Environment and Natural Resources - Guatemala | | | | GEF | | | 5,329,452 | | | Sep. 2018 – Oct. 2025 | | | | | Under implementation |
| **Catalyzing implementation of a Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Humboldt Current System (HCS)** | Under-Secretariat of Fisheries and Aquaculture (SUBPESCA), Ministry of Foreign Affairs - Chile  Vice-Ministry of Fisheries and Aquaculture (PRODUCE), Ministry of Foreign Affairs- Peru | | | | GEF | | | 8,000,000 | | | Oct. 2020 – Dec. 2025 | | | | | Under implementation |
| **IWRM Mira Mataje and Carchi Guaitara** | Ministry of Environment and Sustainable Development – Colombia  Ministry of Environment and Water - Ecuador | | | | GEF | | | 3,850,000 | | | Sep. 2020 – Dec. 2024 | | | | | Under implementation |
| **Towards joint integrated, ecosystem-based management of the Pacific Central American Coastal Large Marine Ecosystem (PACA)** | WWF Guatemala/Mesoamerica, Ecuador, Costa Rica, Panama, Guatemala, El Salvador, Panama and Honduras | | | | GEF | | | 7,147,209 | | | Oct. 2021 – Dec. 2025 | | | | | Under implementation |
| **Towards the transboundary Integrated Water Resource Management (IWRM) of the Sixaola River Basin shared by Costa Rica and Panama** | OTS, Panama and Costa Rica | | | | GEF | | | 4,536,210 | | | Oct. 2021 – Dec. 2025 | | | | | Under implementation |
| **Climate Action for Sustainable Development - approximate overall monetary size of global portfolio: ~US$ 2.3 billion** | | | | | | | | | | | | | | | | |
| **Vertical Funded National, Regional and Global climate-related Projects (circa 260+ projects under implementation or preparation)** | ~120 governments, UNEP, FAO, WHO, IFAD, int’l institutions, CSOs, academia and private sector | | | GEF, GCF, Adaptation Fund, Special Climate Change Fund, Least Developed Countries Fund | | | | 1,010,000,000 | | | | Current portfolio as of June 2022 | | | | Ongoing/under implementation |
| **Support Programme on Scaling up Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)** | 12 countries – UNDP and FAO collaboration | | | BMU | | | | 24,357,300 | | | | 2020-2025 | | | | Under implementation |
| **Scale-up Climate Change Adaptation in Africa** | Africa Adaptation Initiative | | | EU | | | | 1,217,865 | | | | 2021-2022 | | | | Under implementation |
| **NAPs Country adaptation planning portfolio** | 30 Countries – Argentina, Haiti, Somalia, Azerbaijan, Cote d'Ivoire, Vietnam, Bangladesh, Papua New Guinea, Moldova Republic, Serbia, Bhutan, Ecuador, Guinea, Kyrgyzstan, Armenia, Benin, Uruguay, Thailand, Uzbekistan, Bosnia & Herzegovina, Niger, Madagascar, Liberia, Dem. Rep. of the Congo, Tajikistan, Albania, Montenegro, Morocco, Egypt and Turkmenistan | | | GCF Readiness portfolio | | | | 67 million | | | | 2020-2025 | | | | Under implementation |
| **Global NAP Global Support Programme for LDCs (expanded phase)** | UNDP, UNEP, UNFCCC, FAO, IFAD, Global Water Partnership, UNITAR, UNHABITAT, UNISDR, WHO, WMO | | | GEF | | | | 3.8 million | | | | 2015-2022 | | | | Under implementation |
| **UNDP NDC Support Programme** | UNDP, participating Governments in 41 countries and various UN and civil society and private sector partners | | | Germany (BMWK, BMZ), Spain and the EU | | | | 75 million | | | | 2017-2023 | | | | Under implementation |
| **Climate Promise** | UNDP in coordination with participating governments | | | Sweden, Germany (BMWK, BMZ), Portugal, Iceland, Belgium, UK, and UNDP | | | | 49 million | | | | 2019-2025 | | | | Under implementation |
| **GEF Small Grants Programme** | CSOs and government institutions in 127 countries | | | GEF, Germany, Japan/CBD, MAVA Foundation, UNDP, etc. | | | | 410,000,000 (GEF-6 and GEF-7 Finance) | | | | Ongoing since 1992 | | | | Under implementation |
| **Strengthening Governance of Climate Change Finance to Enhance Gender Equality** | Cambodia NGO Forum & Development Recourse Institute, Economic & Finance Institution, Centre for Int’l Forestry Research | | | DFID, Sweden | | | | SEK 90,000,000 | | | | 2017-2022 | | | |  |
| **Global Project on Support to REDD+ Implementation (UN-REDD Programme, Governor’s Climate and Forests Task Force, UNDP Climate & Forests/IMELS Partnership)** | UN-REDD Programme: UNEP, FAO, UNDP; GCF TF: GCF TF Secretariat, University of Colorado, Boulder, CSO responsible Parties | | | Norway (UN-REDD, GCF TF); Italy | | | | 46,000,000 | | | | 2018-2025 | | | | Under implementation |
| **Central African Forest Initiative (CAFI)** | FAO, UN-Habitat, World Bank, French Development Agency | | | EU, France, Germany, UK, Korea Norway, UK, Netherlands | | | | 6,300,000 | | | | 2015 -2030 | | | | Under implementation |
| **Sustainable procurement in the health sector** | Healthcare Without Harm (operates in 10 countries (Argentina, Brazil, China, India, Moldova, South Africa, Tanzania, Ukraine, Vietnam and Zambia) | | | Sweden | | | | SEK 59,959,941 ($USD 7,054,111) over 4 years | | | | 2018-2022 | | | | Undergoing external evaluation |
| **Energy - approximate overall monetary size of global portfolio: ~USD 800m** | | | | | | | | | | | | | | | | |
| **Africa Mini Grid Programme** | | 1 regional project (knowledge platform)  18 national projects[[22]](#footnote-23) (18 countries)  Key implementing partners: AfDB, Rocky Mountain Institute | | GEF | | | USD 43.5m | | | | 2021-2026 | | | | Approved by Donor. First cohort projects CEO endorsed with implementation to begin in second half of 2022.  Second cohort projects at advanced design stage. | |
| **Solar for Health**  **Program (Africa)** | | 1 regional project  5 national projects[[23]](#footnote-24) (5 countries) | | GCF (TBD) | | | USD 126m  (TBD) | | | | 2022-2028 | | | | Concept note submitted to the GCF. | |
| **Climate Aggregation Platform (Innovative Finance)** | | Climate Bonds Initiative | | GEF | | | USD 2m | | | | 2020-2022 | | | | Under implementation | |
| **Climate Investment Platform** | | IRENA, SEforAll, GCF | | Denmark | | | USD 1.5m | | | | 2020-2022 | | | | Under implementation | |
| **Energy4Sahel / Liptako-Gourma energy project** | | SEforAll, ECREEE, UNOPS | | Sida/TBD | | | USD 350m (incl. USD 1.5m from Sida for Liptako-Gourma energy project) | | | | 2022-2026 (2021-2023 for Liptako-Gourma energy project) | | | | Energy4Sahel Prodoc approved by the PAC and signed early 2022, so under implementation. Liptako-Gourma energy project under implementation since early 2021. | |
| **Food Systems - approximate overall monetary size of global portfolio: ~ 1.2 billion** | | | | | | | | | | | | | | | | |
| **Green Commodities Programme Phase II** | | | UNDP, UNEP, CI, WWF, ISEAL | | SECO, WB, Bill & Melinda Gates Foundation, Ho Foundation, private sector | 15,000,000 | | | | 2021-2026 | | | | Under implementation | | |
| **Good Growth Partnership** | | | UNDP, WB/IFC, UNEP, CI, WWF | | GEF | 18,600,000 | | | | 2017-2022 | | | | Closed as of 31/12/2022 | | |
| **FOLUR country projects** | | | Indonesia, Malaysia, PNG, Ukraine, Kazakhstan, Ethiopia, Peru, Guatemala | | GEF | Total of 85,000,000 | | | | 2021 – 2028 | | | | Under implementation (All CEO endorsed at Programmed various stage of implementation, except for Malaysia which is expecting CEO endorsement in Q2) | | |
| **Food Systems Integrated Programme Global Coordination Project** | | | FAO, IFAD lead agencies. UNDP executing partner to be contracted by FAO. | | GEF | TBD out of the 21,000,000 total allocation to the Project | | | | 2024-2029 | | | | In design | | |
| **Food Systems Integrated Programme Country Projects** | | | Costa Rica, Chad | | GEF | 12,000,000 | | | | 2024-2029 | | | | In design | | |
| **Food Systems Country Support Programme** | | | UNDP, FAO | | BMZ, Swiss FOAG | 10,350,000 | | | | 2024-2027 | | | | In design | | |

## Annex 3: Results as reported vs plans (2022 inclusive) with descriptions and comments

### Annex 3.1: Expected Outputs – Section 1 (Strategic Programme Outputs)

| [EXPECTED OUTPUTS - SECTION 1 [1]](file:///C:\Users\Lilit\Documents\Clients\UNDP%20projects\UNDP%20IRH%20BPPS%20SIDA\Results%20Framework%20-%20Reporting%20Sept%202023.xlsx#RANGE!_ftn1) | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **Actual - reported values** | | | | | **Target** | | | | | **Comments** | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year 0 (2019)** | **Year 1 (2020)** | | **Year 2 (2021)** | | **Year 3 (2022)** | **Year 4 (2023)** | **FINAL** | | |  | | | |
| Output 1: Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int’l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions | ***1.1*** Number of countries that have development plans and budgets that integrate international agreements across the whole-of-government: a) 2030 Agenda for Sustainable Development; b) Paris Agreement; c) Other int’l agreements1 | *IRRF Data* | Number | 22 | 29 | | 14 | | 14 | 21 | 21 | | | the target for 2023 is significantly higher than the achievement for 2022 | | | |
| 19 | 21 | | 10 | | 17 | 20 | 20 | | | ditto | | | |
| 12 | 15 | | 15 | | 22 | 25 | 25 | | | ditto | | | |
| Output 2: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains | ***2.1*** Nat’l resources managed under a sustainable use, conservation, access and benefit-sharing regime: a) Area of land and marine habitat under protection (ha); b) Area of existing protected area under improved management (ha); c) Number of shared water ecosystems (fresh or marine) under new or improved cooperative management; d) Area of forest and forest land restored (ha); and e) Areas of landscapes under improved practices, excluding protected areas (hectares) | *IRRF Data* | Number | a) 6,553,326 | a) 8,664,454 | | a)+b) 130,186,046 | | a)+b) 191,795,650 | a)+b) 150,463,548 | b) 150,463,548 | | |  | | | |
| b) 40,121,253 | b) 72,884,34 | | c) 19 | | c) 20 | c) 22 | c) 22 | | | the target for 2023 is significantly higher than the achievement for 2022 | | | |
| c) n/a | c) n/a | | d) 10,994,736 | | d) 13,427,839 | d) 22,564,758 | d) 22,564,758 | | | ditto | | | |
| d) n/a | d) n/a | | e) 2,904,724 | | e) 5,052,648 | e) 5,810,760 | e) 5,810,760 | | | ditto | | | |
| e) n/a | e) n/a | |  | |  |  |  | | |  | | | |
| Output 3: Solutions adopted to achieve universal access to clean, affordable and sustainable energy7 | ***3.1*** Number of people, who gained access to clean, affordable and sustainable energy: a) female; b) male; and c) In rural areas. | *IRRF Data* | Number | n/a | n/a | | a) 3,924,654 | | a)      6,246,015 | b)      4,778,024 | a)      4,778,024 | | |  | | | |
| b) 4,595,203 | | b)      6,879,599 | c)      5,722,620 | b)      5,722,620 | | |  | | | |
| c) 3,073,150 | | c)      7,031,510 | d)      3,970,765 | c)       3,970,765 | | |  | | | |
| Output 4:  Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth8 | ***4.1*** Number of countries with targets9 for low emission and climate-resilient development in: a) Development plans and strategies; b) Budgets; and c) Private sector business plans, strategies | *IRRF Data* | Number | 15 | a) 18 | | a) 24 | | n/a | n/a5 | n/a5 | | |  | | | |
| 11 | b) 13 | | b) 20 | |  | | | |
| 4.2 Number of countries that have policy measures [2] in place to enable the enhancement and/or implementation of Nationally Determined Contributions under the Paris Agreement | IRRF Data | Number | n/a | n/a | | 10 | | 33 | 30 | 30 | | |  | | | |
| Output 5:  Gender-responsive legal  and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources10, in line with int’l conventions and nat’l legislation | ***5.1*** Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity & ecosystems:   a) Policy frameworks; b) Legal/regulatory frameworks; c) Institutional frameworks; and d) Financing frameworks | IRRF Data | Number | 14 | a) 23 | | a) 35 | | n/a5 | n/a5 | n/a5 | | |  | | | |
| 10 | b) 19 | | b) 26 | |  | | | |
| 10 | c) 18 | | c) 26 | |  | | | |
| 6 | d) 13 | | d) 24 | |  | | | |
| 5.2 Number of countries with measures to advance women’s leadership and equal participation in decision-making in Natural resource management. | IRRF Data | Number | n/a | n/a | | 1 | | 3 | 3 | 3 | | |  | | | |
| Output 6:  Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation | ***6.1*** Number of countries with strengthened capacities for achieving energy transformation at scale: Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy | IRRF Data | Number | 14 | 15 | | 18 | | n/a5 | n/a5 | n/a5 | | |  | | | |
| 6.2 Volume of investment leveraged to support green recovery (in US dollars) | IRRF Data | US Dollars | n/a | n/a | | 98,829,752 | | 322,477,909 | 716,242,154 | 716,242,154 | | | the target for 2023 is significantly higher than the achievement for 2022 | | | |
|  | | | | | |  | |  | | | | | | | |  | | | |
| [1] The RF Section 1 is updated to reflect the new UNDP corporate IRRF 2022-2025. Data for 2021-2022 reflects actual values; data for 2023 reflects target values. | | | | | | | | | | | |  |  | | | |  | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |
| [2] Policy measures include inclusive governance, financing mechanisms and institutional capacities. | | | | | | | | | | | |  |  | | | |  | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |

### Annex 3.2: Expected Outputs – Section 2 (Thematic Outputs)

| [EXPECTED OUTPUTS – SECTION 2[3]](file:///C:\Users\Lilit\Desktop\Results%20Framework%20-%20Reporting%20Sept%202023.xlsx#RANGE!A73) | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **RESULTS and TARGETS (by frequency of data collection)** | | | | | | |  | **Comment** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year 0 (2019)** | **Year 1 (2020)** **- Actual** | **Year 2 (2021)** **- Actual** | **Year 3 (2022) - Targets** | **Year 3 (2022- Actual** | **Description of results report 2022** | **Year 4 (2023)** **- Target** | **FINAL** | |
| **Section 2: Thematic Programme Area Indicators** | | | | | | | | | | | | |  |
| **Output 1: Biodiversity**  **Global actions mobilized for increased biodiversity mainstreaming and financing** | **A: Global Country Work** | | | | | | | | | | | |  |
| ***A 1.1*** Number of countries where synergies between biodiversity and climate resilient community development are demonstrated through a range of integrated actions, with strong emphasis on gender and poverty reduction dividends (annual). | PIMS+; Annual Project Implementation Report (PIRs) | Number | 0 | 0 | 9 | 4 | *1* | The Lion’s Share fund continued to provide support for a coalition of civil society organisations in Sumatra, Indonesia, to demonstrate the synergy between wildlife conservation, climate change mitigation and climate resilient community development with strong gender element. With Sida support, UNDP was selected as the lead agency for the GEF-8 Blue and Green Island Integrated Programme which will integrate nature into fiscal, development and sector strategies, and apply nature-based solutions in food, tourism, and urban sectors. Sida support has produced a framework document which will support 15 SIDS countries. The full project development phase will start in July 2023 for full submission to the GEF by June 2024 | *5* | *5* | | *There are as yet limited examples where the programme had reached the stage community level actions and hence, demonstrating links with poverty reduction* |
| ***A 1.2*** Number of campaigns for biodiversity and wildlife conservation successfully conducted in collaboration with a range of partners | Evidence of campaign and outreach | Number | 0 | 2 | 3 | 3 | *5* | The Lion’s Share (TLS) launched one campaign in 2022 focused on raising awareness of jaguar conservation across Latin America through an open-air exhibit in New York City (2022 Jaguar Parade NYC). TLS also collaborated with Astronaut Samantha Cristoforetti to capture images of biodiversity from the International Space Station and promote conservation stories across Twitter. A social media campaign 'Counting on Nature' was launched for CBD COP15, and the UNDP campaign of 'Don't Choose Extinction' that was deployed for Biodiversity via the use of Frankie the dinosaur for COP 15.  In addition, UNDP launched the Nature for Life Hub for the 3rd consecutive year. The virtual events have curated over 45 hours of content and have been home to historic commitments for nature. Launched in 2020, the Hub’s communications campaign, #NatureForLife, continued and received 820 million social media impressions, with 400 million social media impressions for #EquatorPrize, totalling over 125 million social media users | *3* | *3* | |  |
| ***A 1.3*** Amount of new innovative global financing mobilised in support for nature | Financial reports of financing mechanisms | US$ | 0 | 10 million | 202.6 million | 80 million | 89 million | The Programme catalysed mobilization of $ 235 million (60 million additional to what was reported for 2021) for capitalizing the Global Fund for Coral Reefs from multiple donors including GCF, the Paul Allen Family Foundation, Germany, UK, France, Builders and Minderoo. It has become a blended finance mechanism with $ 100 million grant pot and $ 135 million investment pot.  UNDP Biodiversity Finance Initiative (BIOFIN) continued to gain traction with donors with a total of $ 27 million new financing confirmed during COP 15 from Canada, UK, and Norway.  As reported below, a tiger landscape investment vehicle is being piloted with potential mobilization of private sector capital of between $50 to 200 million per site. | 100 million | 100 million | |  |
| **B: Pilot Country Work** | | | | | | | | | | | |  |
| ***B 1.1*** Number of pilot countries with Nature Based Solutions fully integrated in UNDP country projects and programmes | Pilot Country Progress Reports  PIMS+  PIRs | Number | 0 | 2 | *3* | *7* | *7* | Essential Life Supported Area (ELSA) have been integrated into Colombia’s national water resource management plans, and Uganda’s 5-year National Development Plan. Costa Rica is using ELSA to inform plans for ecosystem-based climate adaptation and payments for environmental services programs. ELSA maps are also helping to set a baseline for protection, management, and restoration efforts in Costa Rica’s State of the Environment Report. In South Africa, the country is using the ELSA maps to inform spatial priorities for implementing finance solutions under the BIOFIN project. In Peru, the government is using the priorities to inform green recovery efforts. Kazakhstan is using its ELSA map to identify opportunities for land restoration, including for food security. Cambodia is using the ELSA results to strengthen a national ecotourism approach. Haiti used its ELSA map to shows how protecting mangroves can reduce coastal disaster impact, how restoring forests can limit soil erosion and landslides, and how agroforestry can conserve important biodiversity improve food security, livelihoods, nutrition, and sequester carbon. | *9* | *9* | |  |
| ***B 1.2*** Number of policy decision making tools demonstrated providing critical information for biodiversity, climate, and sustainable development planning and actions | Pilot Country Progress Reports  PIRs | Number | 0 | 2 | *12* | *3* | *12* | [Countries have been supported with the ELSA mapping, which brings together line ministries to use the UN Biodiversity Lab to generate consensus on land use. More details are found in this ELSA booklet and these videos www.mapsofhope.org](http://www.mapsofhope.org/) | *4* | *4* | |  |
| ***B 1.3*** Number of pilot countries with innovative financing mechanisms established for financing for the Post 2020 Global Biodiversity Framework including fiscal reform e.g., subsidy repurposing | Pilot Country Progress Reports | Number | 0 | 0 | *0* | *3* | *0* | Although no new financing mechanism was established in the Sida pilot countries, it has been initiated tiger landscape financing work in Cambodia in 2022. Subsidy repurposing assessments in Nepal have been completed. In Colombia an assessment of agricultural harmful subsidies and an action plan have been concluded. Through BIOFIN, pilot work in Cambodia, Uganda, Nepal, and Colombia, have initiated a subsidy review and repurposing planning | *4* | *4* | |  |
| **Output 2: Oceans/ Water.** **Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally** | **A: Global country work** | | | | | | | | | | | |  |
| ***A 2.1*** Number of innovative and scalable solutions to ocean challenges identified and supported in countries | Ocean Innovation Challenge Progress Reports and data base | Number | 0 | 0 | *8* | *14* | *17* | 8 innovators for cohort #1 on Marine pollution and plastics, and 9 innovators for cohort #2 on sustainable fisheries | *21* | *21* | |  |
| ***A 2.2*** Number of countries with enhanced institutional capacities for sustainable water management | Cap-Net Monitoring, Evaluation and Learning Plan (MELP) and reports from GoAL-WaterS local/national governance support | Number | 0 | 8 | *11* | *15* | *13* | With Sida support, UNDP has strengthened national frameworks for water and coastal resources management including in relevant pilot countries through GoAL-WaterS. Pilot counties support on water and coastal management included Bangladesh, Cambodia, Colombia, Haiti, Nepal, and Uganda. In addition, the following countries have been supported by GoAL-WaterS in 2022 beyond Sida Programme pilot countries: Laos, Jordan, Bosnia and Herzegovina. UNDP contributed to the UN’s work on SDG 6 country acceleration case studies: achievements were presented from Pakistan, Senegal, and Costa Rica, where UNDP supported research for the Water Resource Protection Tariff. | *20* | *20* | |  |
| ***A 2.3*** Number of countries with enhanced policy frameworks for sustainable water management | GoAL-WaterS local/national governance support | Number | 0 | 5 | *4* | *5* | *5* | Bosnia-i-Herzegovina, Cambodia, Costa Rica, Jordan, Laos | *6* | *6* | |  |
| ***A 2.4*** Number of global, regional or local initiatives that support integrated solutions for SDG 6 Acceleration | SDG 6 Acceleration Dashboard | Number | 0 | 0 | *13* | *15* | *33* | 12 publications supported through the GWOGSP in 2022 and interventions at 21 different global and regional events) | *20* | *20* | |  |
| **B: Pilot Country Work** | | | | | | | | | | | |  |
| B 2.1 Number of pilot countries with freshwater and coastal resources management frameworks strengthened at local or national level | Pilot Country Progress Reports | Number | 0 | 0 | 0 | 3 | *4* | Colombia, Cambodia, Haiti, Bangladesh | *6* | *6* | | *Haiti is not there yet. There is a Project proposal to GCF* |
| **Output 3: Integrated Climate Change Work, Integrated support enhanced to deliver on climate action and sustainable development outcomes** | **A: Global work** | | | | | | | | | | | |  |
| ***A 3.1*** Policy advocacy and knowledge strengthened on NDC enhancement and implementation, including the Climate Promise | Progress reports for Climate Promise, NDCSP, NAP-GSP, ROAR and other global programmes | Yes/No | - | Yes | Yes | Yes | Yes | With increased capacity on knowledge management, and the support of Sida-supported technical advisors, has informed global processes such as the Global Stock-take and other UNFCCC processes while improving country support. Strengthened database, dashboard, and analytics on NDC progress: The Programme has continued to generate and disseminate data, information, and knowledge on UNDP’s support to NDCs and its links to other Programmes. A database and dashboard have been revamped for better user experience and to track all UNFCCC parties and their climate ambition through NDCs, as well as progress over 12 thematic areas, including gender mainstreaming, youth, and green recovery.  Knowledge management in 2022 included support to a COP27 Resource Portal, which helped UNDP to advocate, communicate, and engage more strategically within UNFCCC processes. Knowledge and data were also provided to the Executive Office of the Secretary General (EOSG)’s Climate Action Team. Building on UNDP’s 2021 NDC Outlook Report on the State of Climate Ambition, in 2022, five regional State of Climate Ambition snapshots were prepared for Africa, Arab States, Asia Pacific, Europe and Central Asia, Latin America and the Caribbean on NDC ambition trends and quality second-generation NDCs with an interactive landing page. A knowledge catalogue was created to document national, regional, and global reports. Sida-funded staff provided data and analysis for two publications: a COP-27 flagship report and interactive landing page: How Just Transition can help deliver the Paris Agreement also in French and Spanish; and Gender responsive and socially inclusive public climate finance.  Improved internal knowledge management on adaptation planning: The Programme has strengthened capacities for global knowledge management, facilitating opportunities for countries to share information on mainstreaming adaptation through the NAP process. Regular Thematic Exchanges among NAP projects started in 2022. Colleagues from 34 countries have shared knowledge and experience. Ten NAP Thematic Exchanges took place in which approximately 400 colleagues participated. | Yes | Yes | |  |
| ***A 3.2*** Number of countries with greater alignment between NDCs, NAPs and development and sectoral plans and budgets to advance the SDG agenda | Progress reports for Climate Promise, NDCSP, NAP-GSP, and other global programmes; Strategic Plan reporting | Number | 0 | *20* | *23* | *25* | *27* | Throughout the 2022, UNDP support to the Climate Promise countries has delivered significant results. UNDP is implementing or plans to implement Adaptation Planning support in at least 27 countries: These countries are: Albania, Argentina, Armenia, Azerbaijan, Bangladesh, Benin, Bhutan, Bosnia & Herzegovina, Ecuador, Egypt, Guinea, Indonesia, Kazakhstan (planned), Kyrgyz Republic, Lebanon (planned), Liberia, Niger, North Macedonia (planned), Senegal (planned), Serbia, Somalia, Tajikistan, Thailand, Tunisia, Uruguay, Uzbekistan, Viet Nam. In all countries, support was provided in 2022-23 to ensure that NAP implementation is aligned with Climate Promise support to the NDCs.   In Bhutan, a comprehensive review of the draft NAP was conducted. Part of the review was to find entry points to strengthen alignment with the updated NDC – which had called for the preparation of a NAP. In Lebanon, UNDP support has ensured that the NAP formulation project under design is aligned and integrated with CP2 support, and that the NAP project (which will lead to NAP preparation, as called for in Lebanon’s updated NDC) is an enabler of NDC and Adaptation Communication implementation. Similarly, in Kazakhstan, Senegal and North Macedonia which have proposals under design, the team has worked to ensure that new NAP-support projects are aligned with the priorities in the NDC as well as CP2 activities. In the Kyrgyz Republic, UNDP has helped ensure that the NAP and NDC are closely aligned through NAP and CP2 support. The Kyrgyz Republic is a leading example in ensuring that the adaptation priorities in its updated NDC and its (under formulation) NAP are closely aligned. In Senegal, support has been provided to a new NAP support project under design that will be aligned with CP2 work while supporting the country to implement its updated NDC priorities. Serbia’s updated NDC outlines mitigation co-benefits arising from ambitious adaptation actions, which are further elaborated in its NAP under development. Similarly, Guinea’s updated NDC is being improved on its mitigation and adaptation goals, including greater geographical and sectoral coverage, with clearer commitments to align with other strategies including the country’s NAP. For the first time, Bosnia and Herzegovina’s updated NDC for includes adaptation priorities and actions, in line with its NAP.  To support alignment and drive implementation, UNDP is supporting Bangladesh, Cambodia, Cote d’Ivoire, Ecuador, Mali, and Suriname, to implement the UNSG’s Adaptation Pipeline Accelerator Initiative (APA) which is part of the CP2 portfolio and implemented with UNDP’s climate change adaptation cluster and in-kind staff time contributed through the Sida Programme. | *30* | *30* | |  |
| **B: Pilot Country Work** | | | | | | | | | | | |  |
| ***B 3.1***Number of pilot countries with data, knowledge and capacities strengthened to enhance and  implement NDCs | Pilot Country Climate Promise Progress Reports; | Number | 0 | *6* | *9* | *8* | *9* | Direct support has been provided to 9 pilot countries under the Sida-UNDP Programme to strengthen data, knowledge, and capacity to enhance and implement NDCs. All 9 countries completed activities under the first phase of the Climate Promise in 2021. | *10* | *10* | |  |
| **Output 4: Energy. Barriers to renewable energy access removed to increase investment and access to sustainable energy for all** | *A: Global work* | | | | | | | | | | | |  |
| ***A 4.1*** Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied (DREI) | Sida Programme Annual Progress Report | Number | 0 | *0* | *5* | *10* | *5* | Number of countries where de-risking renewable energy investment (DREI) diagnostics are applied. DREI analyses were completed in Cote d’Ivoire, Burkina Faso, Chad, Mali, and Senegal. The DREI diagnostics for the national projects under the Africa Minigrids Program will commence in the second half of 2023 | *14* | *14* | |  |
| ***A 4.2*** Number of countries provided with advice on carbon pricing and fossil fuel subsidy reform | Sida Programme Annual Progress Report | Number | 0 | *0* | *4* | *6* | *8* | Number of countries provided with advice on carbon pricing and fossil fuel subsidy reform. During the reporting period, under UNDP’s Carbon Payments for Development (CP4D) initiative, UNDP provided Article 6 readiness support in Georgia, Ghana, Malawi, Morocco, Peru, Senegal, Ukraine and Uruguay. UNDP also provided Article 6 implementation support in Ghana (authorized project – methane reduction in the rice sector), Vanuatu (solar power and fuel switch to biofuels), Ukraine (fixing gas leaks, biomass, energy efficiency), and Peru (methane reduction in the rice sector). Through the NDC Support Programme, supported development of a carbon registry and Article 6 framework in Vanuatu | *8* | *8* | |  |
| ***A 4.3*** Number of countries supported on design and implementation of policy de-risking and financial de-risking instruments | Sida Programme Annual Progress Report | Number | 0 | *11* | *21* | *14* | *21* | Number of countries supported on the design and implementation of policy and financial de-risking instruments. Sida support has been instrumental for the design of the flagship Africa Minigrids Program, which is now supporting 21 countries in Africa on attracting commercial capital to solar-battery minigrids. The 21 national projects in the program use a variety of tailored policy and financial instruments to de-risk investment opportunities for the solar-battery minigrids, including productive use opportunities. Thanks to Sida funding, UNDP has advanced work on toolkits, such as the minigrid pilot toolkit, which will help governments with public instruments in minigrids. The AMP was formally launched at COP27 | *16* | *16* | |  |
| **B: Pilot Country Work** | | | | | | | | | | | |  |
| ***B 4.1*** Number of pilot countries where integrated energy activities are underway, including support for energy access and last-mile electrification, which benefits local communities, including women and rural households. | Pilot Country Progress Reports | Number | 0 | *0* | *2* | *3* | *12* | Number of pilot countries where integrated energy activities are underway, including support for energy access and last-mile electrification, which benefits local communities, including women and rural households. In Africa, 12 countries have implemented pilots for energy access and started identification of country opportunities to scale up UNDP’s energy access programming, focusing on mini-grid scale-up, productive use and clean cooking. The pilots include the installation of a green-mini-grid in one of Gambia’s most isolated off-grid communities, known as, Sare Demba Toro; the revitalization of the Mashaba 100kw solar minigrid in Zimbabwe, which supplies power to 2 irrigation systems, 15 businesses, 1 clinic, 1 primary school, and community water pumping; and the hybridization of the pico hydroelectric power station of Bolodou with a 20 kWp solar power plant in Guinea. | *5* | *5* | |  |
|  | **Global Work** | | | | | | | | | | | | |
| **Output 5: Food Systems, Catalyses integrated solutions to address food system sustainability and resilience** | ***A 5.1*** Number of global or regional initiatives that support integrated solutions to address food systems sustainability and resilience | Initiatives/reports | Number | 0 | *3* | *4* | *4* | *4* | With co-financing from the Good Growth Partnership, the second cycle of the Food Systems co-inquiry conducted in 2021 finalized and launched its report in 2022 on how to work more systematically to advance sustainable food system. A third cycle was conducted in 2022 and focused on: 1) Programme Design for System Change - 20 participants from 15 organizations; and 2) Working with Power and Conflict - 20 participants from 15 organizations. Cycle 3 report will be launched in 2023.  With co-financing from the Green Commodities Programme and the Good Growth Partnership, the Conscious Food Systems Alliance (COFSA) has reached over 120 members in 2022. COFSA has finalized its Manifesto, Theory of Change, a Service Offer to UNDP COs and a Community Space. A prototype intervention started with the UNDP Costa Rica project on “Integrated Management of Transborder Water resources of the Sixaola River Basin shared by Costa Rica and Panama”. Technical assistance has also been proposed to UNDP Peru for a project on “Sustainable Production Landscapes in the Peruvian Amazon”.  Following the launch at COP26 in Glasgow in 2021 of the roadmap of how producer and consumer countries´ governments can achieve global and national objectives in line with the UN Food Systems Summit (UNFSS), the FACT (Forest, Agriculture & Commodity Trade) Dialogue remained dormant until its new Secretariat was recruited and resumed activities in the second half of 2022. UNDP with FAO and TFA decided to explore collaboration with the new Secretariat in 2023 in the context of the UNFSS coalition of action on Halting Deforestation and Conversion from Agricultural Commodities | *4* | *4* | |  |
|  | ***A 5.2*** Number of joint food systems resilience programmes, initiatives and campaigns designed and implemented with sister agencies including UNEP and FAO, and other partners with clear linkage with the UN Food System Summit and follow ups | Programmes, initiatives and campaign reports | Number | 0 | *3* | *5* | *4* | *6* | An advocacy campaign was launched in Q4 2022 to disseminate messages from the UNDP-FAO report “Groundswell – Unlocking the Potential of Smallholders for Inclusive, Resilient and Sustainable Food Systems”. It highlights key policy and financial instruments and practical tools to scale sustainable smallholder practices for food production, and will be used to support countries to engage in post-UNFSS dialogue and action.  With co-financing from a UNDP, FAO, UNEP and WTO UN Food Systems MPTF project, a draft multi-stakeholder collaboration tool for food systems transformation was finalized in 2022 with inputs from the Uganda pilot. It was launched during the One Planet network (OPN) Sustainable Food Systems Programme (SFSP) 4th Conference in April 2023.  The UNFSS Post Summit initiative developed by UNDP and FAO to support countries to design and implement national sustainable Food Systems Pathways was scoped out in 2022 with funding from Ireland. The full design of what is now known as the Food Systems Country Support (FSCS) Programme design will be finalized in 2023. Given the deepening food crisis in 2022, the UNDP FACS team has coordinated with the UNDP Crisis Bureau to fundraise for the Programme’s initiation phase, which will be the focus in 2023.  UNDP is a member of the Multi-stakeholder Advisory Committee (MAC) of the One Planet Network (OPN)’s Sustainable Food Systems (SFS) Programme with FAO, UNEP, and IFAD. UNDP continued to engage in two of the three OPN SFS MAC´s working groups supporting the post UNFSS agenda: 1) mainstreaming food systems and the SFS approach in key policy forums; and 2) support implementation of SFS National Pathways. In 2022, UNDP joined the organization committee of the OPN SFS 4th global conference held in April 2023 to gather inputs for the UNFSS Stocktaking moment in July 2023. UNDP is co-led a core sessions and a FSCS side-event and launch of the joint multistakeholder collaboration tool.  UNDP and FAO are collaborating since April 2022 to design a Food System Integrated Programme under GEF-8 led by FAO and IFAD. The programme will support the post UNFSS agenda. The programme´s Global Coordination Project will be designed in 2023. | *4* | *4* | |  |
| ***A 5.3*** Number of projects in the UNDP FACS portfolio strengthened to ensure they are aligned with the UNDP FACS strategy | FACS reporting | Number | 0 | *1* | *5* | *4* | *7* | The FACS team’s objective is to support UNDP global, regional, and country teams to strengthen their FACS portfolios. Although only 7 global and national projects have been strengthened to align with the UNDP FACS Strategy in 2022, the FACS team fostered integrated programming and strengthened all projects in the FACS portfolio through:  (i) Periodic update and analysis of the FACS Portfolio to understand trends and lessons. A portfolio update was carried out in 2022. Its analysis of lessons from select global, regional, and national projects will be conducted in 2023.  (ii) Co-creation and dissemination of Guidance Notes for FACS Programming:  - The Team carried out a SWOT analysis and an agroecology stress test of the FACS portfolio. Recommendations will be integrated in a guidance note by the end of 2023.  - An Integrated Offer to UNDP COs aligned with the FACS Strategy was disseminated.  - A Guidance Note for FACS programming under GEF8 was developed and widely disseminated to RTAs and COs through the RTLs and FACS Focal Points.  - Presentations on the FACS Strategy and Integrated Programming were made to Environment Focal Points in RBA and RBAP.  - Presentation on the FACS Offer was made to PBLAC Regional Hub thematic teams.  (iii) Support to global and regional FACS related projects: In 2022, the FACS core team contributed to the implementation of the global FAO/UNDP project ‘’Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)’’ to ensure its alignment with the FACS strategy and its inclusion of Effective Collaborative Action (ECA) and Private Sector engagement principles. A capacity building programme on ECA for relevant SCALA stakeholders will be implemented in 2023.  (iv) Support in the strengthening of selected countries’ FACS portfolio for more integration and alignment with the FACS strategy:  - Finalized the FACS portfolio analysis in Mongolia.  - A portfolio sense-making workshop was carried out in UNDP Indonesia and led to the decision to hire a National FACS Coordinator co-funded by several projects to foster more integration and integrated programming on FACS in the CO.  (v) Respond to ad-hoc requests from UNDP Country Offices (COs) to strengthen FACS related projects. This included support to projects’ implementation and design in Lao PDR, Madagascar, Ghana, and Afghanistan.  (vi)Support knowledge and learning needs of FACS practitioners at UNDP:  - Rebranded the broadened UNDP Green Commodity Community to the FACS Community and its digital platform.  - The FACS Community organized learning events on facilitating trust for collaboration, conducting systems mapping, and personal resilience and collaboration. | *6* | *6* | |  |
| **Pilot Country Work** | | | | | | | | | | | |  |
| B 5.1 Number of pilot countries with projects addressing food systems with a holistic approach and/or integrating agroecology principles in their strategies. | Pilot Country Progress Report  PIRs | Number | 0 | *3* | *4* | *3* | *3* | In 2022, Colombia, Uganda and Bangladesh COs were supported to address food systems with a holistic approach and/or integrating agroecology principles in their strategies. For instance, in Uganda, the need to strengthen capacity of Food Systems stakeholders to adopt system approaches was identified and a training on system leadership was scoped out and will be delivered through SCALA Uganda. | *3* | *3* | |  |
|  |
| B 5.2 Number of pilot countries with projects supporting active multistakeholder collaboration for food systems transformation. | Pilot Country Progress Report | Number | 0 | *2* | *3* | *3* | *3* | In 2022, Colombia, Uganda and Bangladesh COs were supported to implement their multiyear workplans through multistakeholder collaboration on food systems. CO representatives participated in trainings on multistakeholder collaboration on food systems as part of the FACS Community and Uganda pilot tested the joint tool developed by UNDP, FAO and UNEP. | *3* | *3* | |  |
| **Output 6: Cross-Cutting Pilot Country Work. Solutions for sustainable development and poverty eradication are integrated and interlinked in pilot countries across Sida Programme areas** | **Pilot Country Work** | | | | | | | | | | | |  |
| ***6.1*** Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty, including in ways that advance gender equality | Pilot Country Progress Reports | Number | 0 | 8 | 8 | 9 | 9 | All nine pilot COs, Bangladesh, Cambodia, Colombia, Ethiopia, Haiti, Myanmar, Pacific, Uganda, Nepal, are meeting the target in line with CO contexts | 9 | 9 | | There are delays in Nepal, Myanmar and Haiti. The pilot programmes of many of the other pilot COs are not at the stage of being able to show benefits from the integrated approaches |
| ***6.2*** Number of pilot countries that have received targeted training and technical advice needed to increase level of compliance with corporate SES standards | Pilot Country Progress Reports | Number | 0 | 0 | 6 | 6 | 9 | All COs in Africa region, Asia-Pacific region and Latin America & Caribbean now have access to SES expertise and support, including all 9 pilots. This includes Sida-supported regional trainings in Africa and Asia-Pacific | 9 | 9 | |  |
| ***6.3*** Number of pilot countries with SES implementation plans | Pilot Country Progress Reports | Number | 0 | 0 | 5 | 3 | 8 | Bangladesh, Cambodia, Nepal, Myanmar, Fiji MCO, Ethiopia, Uganda, Haiti | 5 | 5 | | Not yet in Myanmar |
| ***6.4*** Number of pilot countries in which gender concerns are integrated into SIDA-supported programming | Pilot Country Progress Reports | Number | 0 | 9 | *8* | *7* | *9* | There were some delays, particularly with UNDP Nepal; however, all pilot COs are now integrating gender concerns | *9* | *9* | |  |
| ***6.5*** Number of pilot countries in which SIDA programme is used to strengthen coordination and partnerships across new and existing UNCT programmes and policies | Pilot Country Progress Reports | Number | 0 | 0 | *6* | *3* | *7* | Bangladesh, Cambodia, Colombia, Myanmar, Ethiopia, Uganda, Haiti | *5* | *5* | | *Unclear if this is the case for Myanmar* |
| **Output 7: Stockholm+50 Preparations. Strengthened ownership and engagement across stakeholders for the Stockholm +50 Conference** | **Stockholm+50** | | | | | | | | | | | |  |
| ***7.1*** Number of countries supported withbottom-up, whole-of-society, whole-of-government Stockholm+50 national consultations | Stockholm +50 Consultation, Roadmaps, Reporting, and linked- data and comms work delivered. | *Number* | 0 | N/A | *0* | *58* | *56* | The following countries were selected for the national consultations, including four Sida pilot countries: Africa: Angola, Burkina Faso, Cameroon, Cote D’Ivoire, Ethiopia, Kenya, Liberia, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone, Uganda, Zimbabwe, CAR, Guinea.  Arab States: Algeria, PAPP, Sudan, Morocco, Jordan, Somalia, and Iraq.  Eastern Europe and CIS: Kazakhstan, Turkey, Serbia, Kyrgyzstan, Uzbekistan, and Georgia.  Latin America and Caribbean: Argentina, Barbados, Colombia, Costa Rica, Cuba, Guatemala, Peru, Mexico, Trinidad and Tobago, Uruguay, Chile, and Ecuador.  Asia-Pacific: Bhutan, China, Fiji, India, Indonesia, Maldives, FSM, Papua New Guinea, Philippines, Samoa, Sri Lanka, Thailand, Timor Leste, Viet Nam, and Vanuatu.  In 2022, following a series of consultations the Governments of India and Vanuatu opted out from the Stockholm +50 national consultation. As a result national consultations were supported in 56 countries. | *56* | *56* | |  |
| ***7.2*** Major stakeholder groups (youth, women, and indigenous groups), the private sector, UN system entities, the research community, and other non-state actors in the supported countries are engaged in the Stockholm+50 consultations and its follow-up. | Stockholm +50 Consultation, Roadmaps, Reporting, and linked- data and comms work delivered. | Yes/No | - | N/A | *No* | *Yes* | *Yes* | Over 250 Stockholm+50 national events took place across 56 countries with over 50,000 people engaging in-person or virtually. Women and men were equally represented in the national consultations. Young people provided a significant contribution to the consultations across all countries with 43% of all consultation participants between 18 and 30 years of age. A wide range of stakeholders joined the consultations representing national and local government entities; youth and women groups; civil society; local and indigenous communities; people with disabilities; small and large businesses; financial sector and philanthropies; academia; faith-based groups; international organisations. Approximately 40% of participants represented disproportionally impacted groups, including youth and women groups, indigenous communities, people with disabilities. The national consultations engaged stakeholders from at least 20 sectors, including: agriculture and food, cities, education, environment, extractive industries, forestry, fisheries and aquaculture, finance and investment, health, ICT, industry, infrastructure, green and traditional energy, media, trade and commerce, transport, tourism, and utilities. Beyond stakeholders working on environment management, the well represented sectors included agriculture and food, forestry, energy, as well as investment and finance, and media. | *Y* | *Y* | |  |
| **Output 8: Climate and Security, Enhanced integrated support and policy advise on building resilience to climate-related security risks** | **Global Work** | | | | | | | | | | | |  |
| **8.1** Number of contributions to thought leadership, knowledge, data and the evidence base | Sida Programme Annual Progress Report, Conflict Prevention Peacebuilding and Responsive Institutions Global Programme Progress Report, Climate Promise Progress Report | Number | 0 | N/A | N/A | N/A | N/A | N/A | 3 | 3 | |  |
| **Country Work** | | | | | | | | | | | |  |
| **8.2** Policy and programming support to address climate-related security risks provided to X number of countries, regional entities and peacebuilding networks | Sida Programme Annual Progress Report, Conflict Prevention Peacebuilding and Responsive Institutions Global Programme Progress Report, Climate Promise Progress Report | Number | 0 | N/A | N/A | N/A | N/A | N/A | 25 | 25 | |  |
| **Output 9: Chemicals, Waste and Plastics. Promoting the integrated management of chemicals, waste and plastics towards zero waste vision and circular economy, supporting the global efforts to end plastic pollution.** | **Global Work** | | | | | | | | | | | |  |
| A 9.1. Establishment of a global zero waste clearing house (platform) for knowledge sharing, learning, and technical assistances. | Annual progress reports | Yes/no | No | N/A | N/A | N/A | N/A | N/A | Yes | *Yes* | |  |
| A 9.2 Number of global initiatives UNDP developed or participated for sound management of chemicals, waste and plastics. | Annual progress reports | Number | 3 (2022) | N/A | N/A | N/A | N/A | N/A | 5 | 5 | |  |
| **Country Work** | | | | | | | | | | | |  |
| B 9.1. Number of countries that received technical supports from UNDP and zero waste clearing house | Annual progress reports | Number | 5 (2022) | N/A | N/A | N/A | N/A | N/A | 15 | 15 | |  |
| B9.2 Resource mobilized for countries in addressing the plastic challenges with UNDP supports | Annual progress reports | Amount ($) | 0 (2022) | N/A | N/A | N/A | N/A | N/A | 25 million | *25 million* | |  |
| B9.3 Resource mobilized for countries for an integrated waste management system towards zero waste vision and green/circular economy. | Annual progress reports | Amount ($) | 0 (2022) | N/A | N/A | N/A | N/A | N/A | 30 million | 30 million | |  |

### Annex 3.3: Expected Outputs – Section 3 (Capacity Building Outputs)

| **EXPECTED OUTPUTS - SECTION 314** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **Actual - Reported** | | | | | **Targets** | | **Comment** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year 0 (2019)** | **Year 1 (2020)** | **Year 2 (2021)** | **Year 3 (2022) Target** | **Year 3 (2022)**  **Actual** | **Description of results report 2022** | **Year 4 (2023)** | **Final** |  |
| **Output 1:** **Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity** | ***1.1:*** New staff and consultants have been hired with a cross-cutting, integrated focus that are contributing to UNDP’s work on nature, climate, and energy | Sida Programme Annual Progress Report | Yes/No15 | - | Yes | Yes | Yes | Yes | The Programme met its 2022 targets and helped support integrated results by hiring new staff and consultants with an integrated focus in their job description. Sida-funded staff have as part of their job descriptions the goal of advancing integrated programming at all levels. The full list of Sida-funded staff and descriptions are provided in Annex B to the annual report. Incentives for cross-team collaboration continue to be implemented through UNDP’s performance-based staff accountability system. Staff are required to include indicators on cross-practice collaboration and integrated programming. | Yes | Yes |  |
|  |
| ***1.2*** Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved | IRRF | Yes/No | - | Yes | Yes | Yes | Yes | See reported SP results in Section 1. | *Yes* | *Yes* | problematic indicator |  |
| **Output 2:** **Enhanced management and coordination across thematic programme areas at all levels** | ***2.1*** Project Board meetings are conducted on a yearly basis and include a review and discussion on progress made and results for cross-cutting outputs and activities | Sida Programme Annual Progress Report | Yes/No |  | Yes | Yes | Yes | Yes | In the context of the structural review, a series of joint management, coordination and planning discussions were organized within the BPPS/GPN Management Team throughout 2022. These discussions have been grounded within the annual NCE Business Plan meeting, subsequent monthly NCE Team meetings, consultations in the framework of the NCE structural review, and meetings with thematic sub-teams including the main Programme Areas supported by this Programme. These include planning meetings with NCE Team management, technical leads, regional leads, and operations team, including staff and consultants recruited by the Programme. Sida-UNDP Annual Consultations conducted in October 2022. UNDP Programme Board conducted virtually. | *Yes* | *Yes* | Problematic indicator, not well reflective of the Output |  |
|  | ***2.2*** New system in place to better coordinate integrated work planning across thematic areas, including new management arrangements, reporting structures, and incentive systems. | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | During the reporting period an Executive Office-led architecture review of the NCE team was initiated, with implications for management and coordination, as well as new and existing staff structures, recruitment, reporting lines, and decision-making at all levels. The review has drawn in part on lessons and recommendations from the Sida-UNDP Programme and was finalized in early 2023.  In parallel, incentives for cross-team collaboration continue to be implemented through UNDP’s performance-based staff accountability system. Staff are required to include indicators on cross-practice collaboration and integrated programming. NCEW Teams collaboration within and across thematic areas and offices has been strengthened through NCE Business Planning Meetings and strengthened management arrangements and reporting structures. With Sida support, UNDP has strengthened and continued to implement policy and programming Offers bringing together NCEW/GPN staff on a common narrative and technical support, e.g., on Green Recovery, SIDS, FACS, Water, and Plastics. In 2022, further adjustments to the NCE business practices and Standard Operating Procedures (SOPs) have been implemented to fully address recommendations of the GEF and VF audits. UNDP continues to shift away from a project-by-project business model funded largely by the vertical environment funds towards a systems-based portfolio approach that better addresses the drivers of environmental degradation and climate change at sector, national, regional, and global levels. The Strategic Plan set a clear direction for UNDP to go ‘beyond projects’ & embrace portfolios. At the corporate level, this is reflected in the elaboration of a new portfolio implementation framework mandated by the Executive Office and initiated in 2022. | *Yes* | *Yes* |  |  |
| **Output 3:** **Strategic partnership building is enhanced** | ***3.1*** Number of strategic partnerships developed and/or strengthened as a result of activities under the Sida Programme, including with UN sister agencies and other international partners, public and private | Sida Programme Annual Progress Report | Number | 0 | 4 | 8 | 5 | 9 | UN system-wide and bilateral UN collaboration continues to be strengthened including through the UN-wide response to COVID-19, UN Environment Management Group, and joint workplans with UNEP and FAO. Bilateral cooperation has also been strengthened with other sister agencies including: UNDCO on the Triple Planetary Crisis including capacity building for Resident Coordinator Offices and UN Country Tams, UNHCR, UNITAR, ILO, UNICEF and WHO. Innovative partnerships with non-UN actors have also been leveraged including through the Task Force on Nature-related Financial Disclosure and Stockholm+50 national consultations. A range of UN system-wide partnerships have been enhanced in 2022 and early 2023 through ongoing outreach, coordination and technical inputs provided by the Programme core team, NCE senior management, and other NCE staff. These include workstreams designed to: develop and implement the UN-wide SG Common Agenda including for People and Planet; the UNSDG task team to strengthen RC and UNCT Responses to the Triple Planetary Crisis with UNDCO, UNEP and EMG; the SG’s Call to Action on Human Rights and Nature-Climate Justice; the Common Approach to Biodiversity Mainstreaming in the UN; the UN Environment Management Group (EMG) including on Biodiversity, Human Rights, Pollution, Green Recovery, and UN Sustainability; and Stockholm+50 meeting with UNEP and UN partners.  UNDP and sister agencies also collaborated to inform, ensure a common narrative, coordinate, and implement the agendas of global fora in 2022-2023. These included UNEA 5.2, the Nature for Life Hub, UNCCD COP 15, CBD COP 15, UNFCCC COP 27, 2022 UN Oceans Conference, 2023 Global Water Conference; and 2023 UN Food System Summit stocktaking.   In 2022 UNDP continued to prepare technical guidance with UNDCO and UNEP on how to support RCs and UNCTs to advance inclusive green economies and address the triple planetary crisis. | *10* | *20* |  |  |
| **Output 4:** **Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles** | ***4.1*** Number of global and regional webinars/ training conducted on SES for UNDP staff per year | Training/ Webinar Tracking Tool | Number | 0 | 1 | 8 | 4 | 8 | 5 regional trainings in Africa region for COs; 2 trainings for SURGE Academy; 1 training for NCE SES team | *4* | *14* |  |  |
|  |
|  |
|  |
| ***4.2*** Number of global and regional webinars/trainings conducted on gender per year | Training /Webinar Tracking Tool | Number | 0 | 1 | 8 | 4 | 8 | This included a series of inter-regional learning workshops on gender, environment, and energy featuring experiences from pilot COs hosted with the UNDP Gender Seal Programme, as well as webinars for COs engaged in Stockholm+50 consultations. The webinars focused on gender responsive and socially inclusive solutions. Throughout 2022, the Sida funded Gender Advisor guided the preparation, implementation, and follow-up to the Stockholm+50 national consultations. Global sgrategic engagements/events on gender included an active role played by UNDP during the 66th session of the Commission on the Status of Women (CSW66) in March 2022; a full day of events for UNFCCC COP27 Gender Day; active engagement in the Generation Equality Forum convened by UN Women; participation in the CBD COP event on Contributions to a Gender-Responsive Implementation of the Post-2020 Global Biodiversity Framework, and GEF Projects and Programmes. | *4* | *14* |  |  |
| **Output 5:** **Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place.** | ***5.1*** KM strategy developed and implemented for KM for the NCE portfolio, including knowledge generated from Sida Programme pilot country and broader thematic area work | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | In 2022, UNDP identified and implemented opportunities to strengthen comms, KM, and data capacities. The Stockholm+50 national consultations presented an opportunity to engage with partners and strengthen advocacy, data, and KM on the triple planetary crisis at all levels. The Programme identified synergies across NCE projects and internal capacity building for integrated programming, as well as external facing initiatives supported by the Programme. Knowledge generated from pilot countries and broader thematic area work also fed into global UNDP initiatives. UNDP’s Knowledge Management Strategy for 2022-2025 was launched in March 2022. A Global Knowledge Hub has been established in the Istanbul Regional Hub. With Sida support, NCEW knowledge management is fully aligned with and has informed this UNDP-wide KM system. | Yes | Yes |  |  |
| ***5.2*** UNDP Community of Practice (CoPs) networks (including Poverty and Inequality, Environment and Climate Action, Energy, Gender, and SDG Integration) promote M&E, KM and lessons learned on their platforms drawing from Sida Programme | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | UNDP’s Knowledge Management Strategy for 2022-2025 was launched in March 2022. It reflects organizational learning objectives and the critical role of knowledge-based coalitions and investments in digital, data and people towards the ambition of the 2030 Agenda. The Strategy is being implemented through: reinvigorated Communities of Practice (CoP), including the Environment CoP which supports horizontal KM across nature, climate, energy and waste themes; refreshing the SparkBlue collaboration space and setting up a Knowledge Centre and learning opportunities; introducing a Microsoft-powered Viva system - a digital knowledge architecture that connects UNDP colleagues to the information, experts, and resources; and streamlining MS Teams for shared work and networking. A multi-disciplinary team of communications, data management, KM specialists and technical advisors were mobilized to support Stockholm+50 consultations. A KM space on SparkBlue was established with over 50 country pages to serve as a one-stop-shop for guidelines, comms materials, planning and reporting. | Yes | Yes |  |  |
| ***5.3*** Number of global and regional knowledge products developed per year that draw on lessons learned from the integrated biodiversity, water, ocean, and climate change work supported by this Programme | Sida Programme Annual Progress Report | Number | 0 | 1 | 5 | 3 | 5 | Communication and KM products developed and released for Stockholm+50 included:  A series of five ‘Highlights and Headlines’ videos;  Web articles and story Deep dive into priority Stockholm+50 theme: Green Recovery​;  Global media coverage and social media pieces;  Multiple videos and stories by the UNDP COs with national counterparts;  Global Synthesis Report with infographics and a national consultation database;  A series of KM products on gender, youth participation and engagement, and learning.   The Inter-Regional Learning Exchange engaged over 90 UNDP participants including experts from Regional Bureaus and Hubs, GPN/BPPS Advisors, and CO leadership to share examples innovation, insights, and recommendations for integrated programming. This learning event and linked technical workshops. | *3* | *9* |  |  |

## Annex 4: Programme Results at a Glance as Reported by the Programme

|  |  |
| --- | --- |
| **RESULTS FRAMEWORK OUTPUTS** | **PROGRAMME RESULTS AT A GLANCE** |
| **Global/Regional Internal Capacity Building Activities** | |
| **Capacity**  **Output 1:**  Strengthened cross-cutting expertise for technical assistance in place for all Programme Areas, gender, finance, and conflict sensitivity. | * Staff/consultants funded by the Programme have been recruited and onboarded with job descriptions focusing on advancing integrated programming at the global and regional level. * Incentives for cross-team collaboration continue to be implemented through UNDP’s performance-based staff accountability system. Staff are required to include indicators on cross-practice collaboration and integrated programming. * NCE Team collaboration within and across thematic areas and offices has been strengthened through NCE Business Planning Meetings and strengthened management arrangements and reporting structures. |
| **Capacity**  **Output 2:**  Enhanced management and coordination across thematic programme areas at all levels. | * New augmented structure of UNDP’s environment practice: An Executive Office-led architecture review of the NCE team was completed in early 2023 with implications for management and coordination, staff structures, reporting lines, and decision-making at all levels. This review was designed to promote deeper integration within and across the nature, climate, energy, and waste workstreams, as well as with the other GPN teams. As a result, the status of UNDP’s Nature and Climate portfolios has been elevated. UNDP now has: a Nature Hub, a Climate Hub, a Chemicals and Waste Hub, and Energy Hub. The Hubs are supported by a reinforced Vertical Fund Programme Support, Oversight and Compliance Team. * Portfolio Management Framework: The UNDP 2022-2025 Strategic Plan sets a clear direction to go ‘beyond projects’ and embrace portfolios. Drawing in part on insights from the Sida-UNDP Programme, UNDP has designed a Portfolio Implementation Framework in 2022. In early 2023, a series of internal portfolio guidelines have been produced, including a portfolio primer and collection of portfolio country case in 2023. * UNDP has strengthened and continued to implement policy and programming Offers bringing together NCEW/GPN staff on a common narrative and technical support, e.g., on Nature (the Nature Pledge), Climate (Climate Promise 2.0), Green Recovery, SIDS, FACS, Water, and Plastics. |
| **Capacity**  **Output 3:**  Strategic partnership building is enhanced. | * UN system-wide and bilateral UN collaboration continues to be strengthened including through:   + the UN-wide response to COVID-19 Green Recovery   + UN Triple Planetary Crisis Response with DCO, PAGE   + UN Food-Energy-Finance Crisis Response   + UN Common Approach on Biodiversity   + Strengthened cooperation with UN Country Teams and RCOs * Bilateral cooperation has also been strengthened with other sister agencies including: FAO, UNEP, UNDCO, UNHCR, UNIDO, UNITAR, ILO, UNICEF and WHO. * Innovative partnerships with non-UN actors have also been leveraged, e.g., the Task Force on Nature-related Financial Disclosure, Coral Reef Fund. |
| **Capacity**  **Output 4:**  Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women’s empowerment principles. | **Social and Environmental Standards (SES)** |
| * The Programme has continued to support the roll out of a UNDP-wide SES implementation plan based on the sharing of lessons, challenges and solutions from the NCE portfolio. * SES capacities at the global, regional and CO levels were strengthened; new SES advisors were recruited at the global and regional levels. * A more programmatic approach to SES is being operationalized through the establishment of Country Office SES Action Plans, a tool developed and piloted through the Programme. * With Regional Bureau co-ownership now in place, these Plans are being scaled-up across Country Offices in the Asia-Pacific, Africa and Latin America regions using guidance developed through the Programme and lessons from pilot countries. * The Programme supports coordination across the NCE, BPPS, and Crisis Bureau SES teams, as well as all Regional Bureaus in the further roll-out of this approach. * A pool of SES experts has been launched. |
| **Gender Equality** |
| * The Programme has continued to facilitate strategic discussions between the UNDP Gender Team, Global and Regional Gender Advisors, NCE Regional Team Leaders, and CO management and technical leads. * A new UNDP Gender Equality Strategy 2022-2025 with a focus on environment, climate and energy work has been launched. * The Programme has secured an increased visibility of gender-nature-climate-energy nexus issues; strengthened engagement with partners; and increased internal coordination and capacity building efforts. * Flagship engagements on gender included UNDP’s contribution to the 66th session of the Commission on the Status of Women (CSW66, March 2022); a full day of events for UNFCCC COP27 Gender Day; active engagement in the Generation Equality Forum convened by UN Women; participation in the CBD COP event on Contributions to a Gender-Responsive Implementation of the Post-2020 Global Biodiversity Framework. * Sida funded Gender Advisor guided the preparation, implementation, and follow-up to the Stockholm+50 national consultations. This included gender responsive and equitable consultation guidelines and a series of gender mainstreaming knowledge products based on the outcome of the consultations. |
| **Capacity**  **Output 5:**  Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place. | * A series of technical learning exchanges were held on gender, KM and SES featuring lessons from pilot countries. An inter-regional exchange on KM (May 2022) included a focus on the KM strategy [developed by the Ethiopia CO](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.et.undp.org%2Fcontent%2Fethiopia%2Fen%2Fhome%2Fblog%2F2021%2Fundp-ethiopia-reintroduces-knowledge-management-to-improve-integ.html&data=05%7C01%7Cnataly.olofinskaya%40undp.org%7C620ac8ddcb524e71449308da2468834f%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637862328536772703%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=jiM4DVuZhE7XbtXBoJUW0WVHeW8fQK4W76kqj0YLWcA%3D&reserved=0) and helped inform the NCE and UNDP corporate KM Strategies. * The second annual Interregional Exchange on Integrated Solutions on Nature, Climate and Energy was conducted in October 2022. * A multi-disciplinary team of communications, data management, KM specialists and technical advisors were mobilized to support Stockholm+50 consultations. UNDP delivered multiple capacity building and training events targeting 58 UNDP COs in the lead to and post-Stockholm+50. * A KM space on SparkBlue was established with over 50 country pages to serve as a one-stop-shop for guidelines, comms materials, planning and reporting. * The Programme’s KM and learning events are aligned with and supported through the corporate KM Hub and UNDP Communities of Practice on Environment, Energy, Digitalization. |

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| **RESULTS FRAMEWORK OUTPUTS[[24]](#footnote-25)** | **KEY PROGRAMME RESULTS** |
| **Global/Regional/Country Level External Activities** | |
| **Output 1: Biodiversity**  Global actions mobilized for increased biodiversity mainstreaming and financing. | **Programme Area A: Biodiversity** |
| * The UNDP Nature Pledge for 2030 was announced by the UNDP Administrator at CBD COP 15. The Nature Pledge articulates how UNDP will contribute to a global narrative shift, an economy and finance shift, and policy and practice shift needed to achieve the Kunming-Montreal Global Biodiversity Framework. This includes accelerated and expanded support for over 140 UNDP programming countries. * UNDP was selected as the lead agency for the *GEF-8 Blue and Green Island Integrated Programme* which will catalyse integration of nature within the fiscal, development and sector strategies, and application of nature-based solutions in food, tourism, and urban sectors. * A series of high-profile advocacy campaigns for biodiversity and wildlife conservation have been successfully conducted with partners, including The Lion’s Share campaign on jaguar conservation; the social media campaign *'Counting on Nature'* launched at CBD COP15; and the Nature for Life Hub. * UNDP’s flagship campaign *'Don't Choose Extinction'* has been deployed at COP27. * US$ 87 million of new innovative global financing was mobilised in 2022 exceeding the annual target. This included further capitalization of the Global Fund for Coral Reefs and the Biodiversity Finance Initiative (BIOFIN). * The Programme continued to support the *Taskforce for Nature-related Financial Disclosure,* which lays the foundation for redirecting private finance from nature negative to positive at scale. * 7 countries have been supported through the *Essential Life Supported Area (ELSA)* programme to mainstream an integrated whole-of-government approach on biodiversity, climate, and environment. |
| **Output 2: Oceans/ Water**  Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally. | **Programme Area B: Water and Oceans** |
| * UNDP continued to provide strategic advice and strengthen capacities to innovate and solidify water and ocean governance at the international, national and sub-national levels with cross-UN cohesion. * The Programme supported 13 countries on enhanced institutional capacities for sustainable water management. * UNDP supported preparations for the UN 2023 Water Conference, and its implementation and follow-up in 2023. * UNDP contributed to the 2022 World Water Development Report on groundwater with the UNDP-SIWI Water Governance Facility. * The UNDP-initiated and SIWI-managed Shared Waters Partnership (SWP) launched a Women Water Managers Network for Central Asia with the OSCE and the Central Asia Regional Environmental Centre (CAREC). * UNDP is part of the Transboundary Water Cooperation Coalition that was launched at the Groundwater Summit (December 2022). UNDP has been the largest global provider of IWRM solutions in the transboundary setting. * With Sida support, UNDP has continued to integrate water into climate change processes. Sectoral guides for NDC enhancement have been developed including on [Opportunities Through Water](https://www.wri.org/research/ndc-enhancement-opportunities-through-water) (2022). Research on Water and Mitigation was initiated by SIWI and launched at COP27 with support from UNDP and GIZ to reflect on the links between water management and climate change mitigation. * With Sida support, UNDP has strengthened national frameworks for water and coastal resources management through GoAL-WaterS. * Through the Ocean Innovation Challenge, the second call for proposals on sustainable fisheries has been processed. 17 ocean innovators have been supported through the first two rounds. The third OIC Call for Proposals was launched in February 2022 with a focus on Marine Protected Areas, Area-Based Management, and Blue Economy. * During the UN Ocean Conference, UNDP launched its Ocean Promise, which articulates UNDP’s commitment to enabling 100 coastal countries. |
| **Output 3: Integrated Climate Change Work**  Integrated support enhanced to deliver on climate action and sustainable development outcomes. | **Programme Area C.1: Climate Change (NDCs)** |
| * Through the [Climate Promise](https://climatepromise.undp.org), UNDP continues to lead support to countries in the preparation and implementation of Nationally Determined Contributions (NDCs). * With Sida support, UNDP facilitated synergies between NDCs, Nature, and other SDG priorities. * As of December 2022, 104 Climate Promise-supported countries have submitted revised NDCs to the UNFCCC, representing 83% of all developing country submissions and 24% of global GHG emissions. Of these 104 submissions, 93% raised mitigation ambition and 93% raised adaptation ambition. * The focus of UNDP Climate Promise support shifted from NDC preparation to implementation through national investment plans for key engines of sustainable development such as energy, nature-based solutions and forests, agriculture, transportation, and green economy. * Around 67 countries, representing 24% of global emissions, are now moving from pledge to impact by implementing their NDC with UNDP and partner support under the second phase of the Climate Promise. More countries are expected to join in 2023. * The Programme has continued to generate and disseminate data, information, and knowledge on UNDP’s support to NDCs and its links to other Programmes. * Knowledge management in 2022 included support to a COP27 Resource Portal, which helped UNDP to advocate, communicate, and engage more strategically within UNFCCC processes. |
| **Output 4: Energy**  Barriers to renewable energy access removed to increase investment and access to sustainable energy for all. | **Programme Area C.2: Energy** |
| * Sida support has been instrumental in enabling UNDP to expand its work on climate change mitigation and energy. * 2022 marked the first full year of operation of UNDP’s Sustainable Energy Hub, a platform to catalyze UNDP-wide work on energy for development in line with the ambitious UN-Energy target of delivering energy access to 500 million people by 2025 and accelerating a just energy transition. * In early 2022, UNDP launched its Sahel Renewable Energy Offer which focuses on off-grid renewable electrification and clean cooking in a region with one the highest energy poverty rates. * 12 African countries have implemented pilots for energy access and started identification of country opportunities to scale up UNDP’s energy access programming, focusing on mini-grids, productive use and clean cooking. * The flagship Africa Minigrids Program (AMP) has been launched at COP27. Sida support has been instrumental for the design of the Program, which is now supporting 21 countries in Africa on attracting commercial capital to solar-battery minigrids. * UNDP continues to strengthen partnerships with UNEP, IRENA and SE4All to integrate energy into NDCs and advance fossil fuel subsidy reform while minimizing household impacts and advancing gender equality. * As Co-Chair of UN Energy, UNDP played a leading role at the SE4All Forum held in Kigali in May 2022. * A new partnership has been established between UNDP and the Italian Government to assist countries to unlock investments in off-grid energy and other clean, sustainable solutions. * Several countries were supported in operationalizing Article 6 of the Paris Agreement on voluntary carbon cooperation. * UNDP updated its fossil fuel subsidy reform offer in 2022 to provide[Policy Recommendations for Energy Pricing in Developing Countries](https://www.undp.org/energy/publications/energy-pricing-developing-countries-high-level-policy-recommendations) in the context of the global energy crisis. |
| **Output 5: Food Systems**  Catalyses integrated solutions to address food system sustainability and resilience. | **Programme Area D. Food Systems Nexus Area** |
| * UNDP’s Food and Agricultural Commodity Systems (FACS) practice ensured alignment of global, regional, and country projects with the UNDP FACS strategy and linked Nature, Climate, Energy, SDG portfolios. * UNDP helped to catalyze integrated solutions for food system transformation in line with the post-UN Food System Summit agenda including through a joint UNDP-FAO *Food Systems Country Support (FSCS) Programme*, finalized in early 2023, as well as ongoing implementation of the UNDP-FAO project ‘’Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)’’. * UNDP and partners contributed to global initiatives such as the Conscious Food Systems Alliance and One Planet Network (OPN)’s Sustainable Food Systems (SFS) Programme. * UNDP joined the OPN SFS 4th global conference held in April 2023 to gather inputs for the UNFSS Stocktaking moment. * An advocacy campaign was launched to disseminate messages from the UNDP-FAO report: “*Groundswell – Unlocking the Potential of Smallholders for Inclusive, Resilient and Sustainable Food Systems*”, which outlines policy and financial instruments for smallholder farmers. * With FAO, UNEP and WTO, a draft multi-stakeholder collaboration tool for food systems transformation was finalized in 2022 and piloted in Uganda. |
| **Output 6: Cross-Cutting Pilot Country Work**  Solutions for SD and poverty eradication are integrated and interlinked in pilot countries across Programme areas. | **Pilot Country Work** |
| * The Programme continued to implement external programming in all pilot COs:   + biodiversity in Bangladesh, Cambodia, Colombia, Haiti, Nepal, UNDP Pacific Office (Fiji), and Uganda;   + water in Bangladesh, Colombia, Cambodia, Haiti, Nepal, and Uganda;   + climate work in Bangladesh, Cambodia, Colombia, Haiti, Myanmar, Nepal, and Uganda;   + energy in Cambodia, Colombia, and Uganda; and   + food systems in Bangladesh, Colombia, and Uganda. * Integrated programming in the pilot COs continues to advance by linking portfolios on biodiversity, water and oceans, climate, energy, and food systems, as well as cross-cutting themes on SIDS, finance, and data. * The Programme has built linkages and contributed to the roll-out of a portfolio management approach (e.g., in Bangladesh and other offices) with a view to creating an open and innovative environment for effective policy, programming, and operational solutions. |

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| **Output 7: Stockholm+50 Preparations**  Strengthened ownership and engagement across stakeholders for the Stockholm+50 meeting | * UNDP facilitated inclusive whole-of-society and whole-of-government [Stockholm+50 national consultations](https://www.stockholm50.global/processes/national-consultations-0) in 56 countries with over 250 Stockholm+50 national events and over 50,000 people engaging in-person or virtually. * The findings of the national consultations were used to inform countries’ messaging on climate action, nature, green economy recovery and transition at other global events. These include UNFCCC COP27 in Egypt, CBD COP15 in Canada and G20 consultations in Indonesia. * The results of the consultations have: 1) informed country engagement in the global meeting; 2) informed a global Synthesis Report for the meeting and its Outcome document; and 3) informed NDCs/NAPS, NBSAPs, other MEA frameworks, and linked national, sectoral, green recovery and SDG policies, and resource mobilization. * Stockholm+50 follow-up activities included global and national engagements, technical consultations, and communications work. * Several analytical knowledge products were produced, including the Stockholm+50 National Consultations Global Synthesis Report presented at UNFCCC COP-27, and a series of digital products, guidelines for inclusive whole-of-society consultations, and publications on gender and youth. * This work complements well the systemic, issue-based integrated policy and programming that the Programme is supporting in pilot COs and other countries. |
|  | **SIDS** |
| * UNDP’s Integrated SIDS Offer, called *Rising Up for SIDS,* helps SIDS advance national priorities including on Blue Economy. Aligned with the S.A.M.O.A. Pathway, Paris Agreement, and 2030 Agenda, the Offer helps SIDS safeguard and accelerate progress for their people and ecosystems. * With Sida support, UNDP has strengthened global coordination provided to SIDS to ensure better coherence and efficiency in the support provided to Country and Multi-Country Offices. * The Programme supported publication of “UNDP Rising Up For SIDS” Progress Report 2022, “[UNDP SIDS Bulletin](https://us4.campaign-archive.com/home/?u=cf50bc7216b0c4b063618fbac&id=c2c8d779ea)” and an [Action Brief](https://www.undp.org/publications/action-brief-ocean-opportunities-how-blue-economy-can-transform-sustainable-development-small-islands-developing-states)  on Blue Economy. * With Sida support, the UNDP SIDS and SGP team have launched SGP-SIDS innovation call to support the Rising Up for SIDS pillars on: Climate Action, Blue Economy, and Digital Transformation. The call totaled US$ 1.2 million and 8 SIDS projects have been selected. * The Programme supported design of UNDP’s GEF-8 Blue Green Islands Integrated Programme. * Policy support has been provided to UNDP Country Office in India in its blue economy work related to the G20. * The Programme supported Pacific Island Forum for Pacific Roadmap for Economic development. |
|  | **Digital transition** |
| * An NCE Data and Digitalization work plan has been prepared designed to leverage quantitative, qualitative, and geo-spatial data that UNDP and partner projects produce. * As part of Stockholm+50 support, UNDP augmented the Data Futures Platform contents on green economy (data.undp.org/green recovery) and produced data insights from household surveys, satellite images, and machine learning to inform country policies and projects. * A new taxonomy has been created to tag NCE projects for better understanding of the portfolio and integration efforts. * UNDP contributed to the global digital cooperation discussions withing the Coalition for Digital Environmental Sustainability (CODES), which UNDP is co-championing alongside UNEP, Germany, Kenya, and others. The feedback from Stockholm+50 consultations on the opportunities and challenges related to digital technology for a green transition was shared during the CODES event at Stockholm+50 global meeting. * Based on UNDP’s whole-of-society Digital Readiness Assessment methodology, a Green Transition Digital Readiness Assessment was piloted in Cote d’Ivoire as part of Stockholm +50 follow-up activities. * UNDP, as core member of the Digital Public Goods Alliance, has engaged in and promoted the concept of Digital Public Goods in 2022. Digitalization opportunities have been identified related to the MRV systems for NDC reporting, Payment for Ecosystem Services (PES), NBSAP and biodiversity data. |

## Annex 5: Information on pilot country programs from document review

| **Pilot Country** | **Thematic Area** | **Project summary** | **Budget** | **Outputs** | **Key achievements** | **Summary Achievements** | **Key challenges** | **For more details Link to the report** |
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| **Haiti** | Biodiversity and Climate | The Haiti Pilot program focuses on leveraging spatial data to identify Nature-Based Solutions (NBS) for climate, biodiversity, and sustainable development. This initiative integrates NBS into Haiti's Nationally Determined Contribution (NDC), enhancing climate resilience and promoting biodiversity and disaster risk reduction. The project establishes a reliable monitoring, reporting, and verification (MRV) system for Haiti's NDC and strengthens internal capacities for integrated programming | $306,000 | **Output 1:** Spatial data applied to identify Nature Based Solutions (NBS) for climate, biodiversity, and sustainable development | The inception workshop, was successfully completed and reported. A list of essential national policy targets, was integrated and reported, selecting 10 conservation targets. Relevant datasets were identified and curated with a local spatial data consultant recruited for data collection from local institutions. The spatial planning methodology, was successfully developed and refined. The ELSA map, a strategic tool for guiding national policy on the environment, was validated by the Ministry of Environment. In response to the Ministry's request, the ELSA team addressed the need for training sessions for its staff in decentralized directorates, showcasing a commitment to knowledge dissemination and practical application | The Haiti pilot project achieved significant milestones, including the development of spatial data tools for Nature-Based Solutions (NBS), seamless integration of NBS into Haiti's Nationally Determined Contributions (NDC), and strengthening Monitoring, Reporting, and Verification (MRV) capabilities. The project also excelled in knowledge dissemination through various media, while ensuring extensive gender mainstreaming efforts and establishing a robust gender monitoring system, overcoming challenges in the process | The main challenges faced during the Haiti pilot project included limited access to updated policy documents for analysis, difficulties in obtaining relevant spatial data due to the need for enhanced coordination and training among staff members. Additionally, there were hurdles in implementing Social and Environmental Standards, including constraints in developing a comprehensive SES database. Restricted access to the Atlas platform further complicated the establishment of a gender monitoring system. | [2023 Mid-Year Report - Haiti.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report%20-%20Haiti.docx?d=wd78fc634a23d470eb398b9c72906cb87&csf=1&web=1&e=EfTQcP) |
| **Output 2**: NBS fully integrated in enhanced NDC, including linkages between coastal area and mangrove protection, biodiversity and improved Disaster Risk Reduction (DRR) | Significant accomplishment was the development of a country profile in 2020. This comprehensive document, created with support from the HQ team, included analyses, data, and entry points for incorporating NBS into the NDC. The finalized country profile was shared with consultants actively involved in the NDC process, laying the groundwork for the integration of nature-based solutions and promoting the linkage between coastal area and mangrove protection, biodiversity, and improved Disaster Risk Reduction (DRR) |  |  |  |
| **Output 3**: Utilize Climate Promise support to set up a reliable MRV for Haiti's NDC | The key achievement includes the development and implementation of the ONEV (Office National de l'Environnement pour le Volontariat) action plan in 2020. This action plan, aimed at strengthening capacities and learning for improved integrated programming. The action plan included training sessions on the environmental information system, contributing to capacity building among staff members. Furthermore, the provision of three laptops and routers facilitated staff participation in training sessions, which were extended to other directorates. This initiative demonstrates a commitment to enhancing institutional capabilities and ensuring the effective implementation of a reliable MRV system for Haiti's NDC. |  |  |  |
| **Output 4:** Learning, knowledge management, and communications strengthened to promote integrated programming approaches and solutions | An article was written on the water-energy nexus. Additionally, a flyer on Environmental and Social Norms was developed and distributed internally, contributing to the documentation of lessons learned and the communication of innovative approaches for integrated programming and solutions |
| **Output 5:**  Internal capacities strengthened for improved coordination across the Nature, Climate, Energy portfolio and CO programme for strengthened, integrated programming | staff members have been selected for completing the Managing Successful Programmes (still ongoing), developing and implementing a comprehensive CO Action Plan, and successfully integrating Nature, Climate, and Energy concerns into the UNSDCF frameworks. |
| **Output 6**: Social and environmental standards implemented across the CO programme | CO capacity assessment and risk mapping was completed, leading to the development and implementation of the CO Action Plan. This involved training and communication, collaboration with the regional bureau, and the establishment of CO Stakeholder Response Mechanisms. |
| **Output 7:** Gender concerns integrated and mainstreamed across Nature, Climate, and Energy portfolio | Have occurred extensive gender-related training for staff, project teams, and consultants, with 95% participating in online sessions. Gender analysis was successfully integrated into project design and implementation for newly approved projects. The CO demonstrated commitment through investments in gender equality, the production of a gender-related knowledge product, and external communications to raise awareness of gender equality (still ongoing). Additionally, progress was made in developing a gender monitoring system, led by an external consultant. |
| Colombia | Biodiversity, Water/Oceans, Climate, and Food Systems. | The SIDA program in Colombia, in collaboration with SCALA projects and the GEF Small Grants Program, integrates Sustainable Development Area initiatives. Focused on high mountain ecosystems in Sumapaz and Chingaza, the project emphasizes biodiversity conservation, restoration, and sustainable agri-food systems. Activities include capacity-building initiatives, ecological characterizations of agri-food systems, and partnerships with local organizations. | $774,000 | **Output 1:** Nature based solutions integrated in the water security plan in prioritized areas of the Colombian Central Region (5 regional departments and the Capital District) | Among the achievements, the CO engaged 97 with stakeholders through virtual hackathons, completed GIS assessment for the Central Region, prioritizing conservation and implemented nine water protection programs, with progress on a community space. Future focus includes policy development based on lessons learned. | The Colombia initiative engaged stakeholders through virtual hackathons, prioritized areas for Nature-Based Solutions, and initiated water protection programs. Agri-food systems were strengthened, benefiting local families and fostering climate action labs. The project also worked on energy diversification and policy reform, contributing to sustainable development. Internal capacities were enhanced through assessments, training, and gender mainstreaming initiatives, showcasing a holistic approach to integrated programming. | The project faced challenges in administrative and financial aspects of participating organizations. Additionally, securing resources for the sustainability of pilot projects, especially in energy diversification, posed a hurdle. The project also highlighted the need for ongoing capacity building and collaboration to address these challenges effectively. | [2023 Mid-Year Report-Colombia.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Colombia.docx?d=w155e8cb22e634dd2817c0a130287ff61&csf=1&web=1&e=nrwpWu) |
| **Output 2**: Agrobiodiversity conservation considerations included into a food systems action plan for vulnerable rural households and small producers for the Central Region of Colombia | Completed ecological, social, and economic characterization of agri-food systems in Chingaza and Sumapaz. Developed and implemented an action plan to enhance food system resilience and trained and engaged 40 rural small producers in climate information collection and reporting. In addition, partnerships have been expanded in 2023, signing 16 agreements in Sumapaz and 3 in Chingaza for ongoing program implementation. |
| **Output 3:** Energy subsidies strategy for ZNI revised considering efficient subsidy targeting principles and least-cost expansion of energy access to promote a transition to low-carbon energy access in ZNI. | Successfully developed and shared a report with policy recommendations for diversifying the electricity matrix in ZNI. Completed a pilot project to replace or hybridize diesel generation plants in ZNI, contributing to a transition to low-carbon energy access. Utilized GIS mapping to identify and prioritize three localities for implementing renewable energy or hybrid minigrids in ZNI. |
| **Output 4:** Conduct a study to identify incentives in the agriculture sector with possible negative impacts on biodiversity | The study to identify incentives in the agriculture sector with potential negative impacts on biodiversity in Colombia was successfully reviewed and updated. Additionally, recommendations were developed for reforming agricultural sector incentives to address potential negative impacts on biodiversity. |
| **Output 5:** Internal capacities strengthened for improved coordination across the Nature, Climate, Energy portfolio and CO programme for strengthened, integrated programming | Successfully organized events and developed knowledge-sharing documents for collaborative learning. Conducted a comprehensive capacity assessment and risk mapping to inform an action plan for integrated program delivery. Improved the quality of Social and Environmental Safeguard Procedures (SESPs) and successfully integrated gender analysis into project design and implementation, with ongoing efforts to achieve 50% GEN2+ GEN3 ratings in the program. |
| Ethiopia | Food Systems and Climate | The project emphasizes integrated programming, gender mainstreaming, risk management, knowledge management, and leveraging digital platforms for transforming food systems. It involves assessing and enhancing capacities for integrated approaches, conducting comprehensive gender mainstreaming reviews, managing risks through safeguards and grievance mechanisms, promoting knowledge sharing and learning, and analysing the impact of digital platforms on agriculture and food sectors. The program aims to build a more resilient and sustainable future for Ethiopia by addressing key challenges through strategic initiatives and partnerships. | $330,000 | **Output 1:** Strengthen the capacity of the CO on design and implementation of Integrated Programing**.** | Output 1 progress includes finalizing a 3-year action plan for Integrated Programming, advancing a pilot portfolio on gender equality, and operationalizing a portfolio management system. Achievements demonstrate enhanced capacities for integrated programming, gender mainstreaming, and effective portfolio management in line with UNDP's goals. The Validation Workshop in 2023 will provide additional feedback and validation. | The UNDP Country Office has made significant strides in strengthening its capacity in integrated programming, gender mainstreaming, risk management, and knowledge management. Key achievements include the finalization of a 3-year action plan for integrated programming, development of a pilot portfolio on gender equality, and the establishment of portfolio management systems. The CO has also enhanced gender-sensitive recruitment processes and conducted capacity-building workshops on social and environmental safeguards. Overall, the activities are on track. | The main challenges include the ongoing development of certain action plans, such as those related to gender-sensitive recruitment and the CO's gender mainstreaming capacity assessment. In risk management, efforts are underway to improve staff knowledge and awareness, particularly regarding social and environmental safeguards. Despite challenges, the CO's commitment to addressing these issues is evident through ongoing activities and monitoring mechanisms. | [2023 Mid-Year Report-Ethiopia.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Ethiopia.docx?d=w0d71f8af57c94281870f8607719c90a8&csf=1&web=1&e=pUrKe4) |
| **Output 2:** Enhance the capacity of the CO on gender mainstreaming | Progress includes the initiation of an assessment on UNDP's staff recruitment procedures with a gender lens, the development of an action plan for gender-sensitive recruitment, ongoing efforts to organize capacity-building workshops on sexual harassment (SH) and social and environmental safeguards (SES) policies, and the enhancement of knowledge and skills among CO staff on SH and SEA policies and guidelines. The activities are on track, contributing to the overall goal of enhancing gender sensitivity within the CO |
| **Output 3:** Strengthen the capacity of the CO on Risk Management, including Social and Environmental Safeguards and Project Grievance Mechanisms | Achievements include training staff, establishing Accountability Mechanisms, implementing GRMs for projects, and reviewing SES documents for improved quality. The SES action plan has been implemented, and continuous technical support has been provided. Overall, the CO has made significant strides in strengthening its risk management and safeguards frameworks. |
| **Output 4:** Enhance the capacity of the CO on Knowledge Management | Quarterly knowledge sharing sessions were conducted, with 50 (F:25 and M"25) CO staff members were trained in capturing and communicating results. The CO produced knowledge products, enhancing staff capacity in data visualization and knowledge communication. Despite an initial absence of a formalized KM process, the CO has made strides in promoting knowledge sharing and capacity building |
| Cambodia | Biodiversity, Energy, and Water/Oceans | The project aims to strengthen internal capacity despite challenges like staff turnover and election-related delays. Focusing on Nature, Climate, and Energy components, it adopts a portfolio approach for the new Country Programme (2024-2028), with activities planned for 2024 | $600,000 | **Output 1:** Internal capacity enhanced to support the operationalisation of green financing for conservation of biodiversity and ecosystem | key achievements include the successful launch of the CEMIS digital platform, supported by CSLEP and REDD+, with ongoing data contributions. The REDD+ policy and institutional framework have been operationalized through the Climate Promise 2.0, fostering new partnerships. (ongoing) | In general, the implementation of program under output 2&3outputs 2 and 3 are is in progress, with expected delay in the implementation of outputs 1 and 4. where the delay of activity implementation of output 1&4 is anticipated. All planned activities will be implemented in 2024 for output 1 and 2. However, the CO’s capacity has gradually built on the integrated approach and the new CPD has now reflected the thematic approach on NCE in addition to biodiversity and ecosystem projects | Internal challenges, including staff turnover and delays due to a national election period, leading to limited progress and the postponement of planned activities. Challenges include also financial reporting issues and limited information sharing, while outputs 2 and 3 are progressing, highlighting the need for improved communication and information-sharing mechanisms | [2023 Mid-Year Report-Cambodia.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Cambodia.docx?d=wed69f2f477d74d28ae7989f21fe402a5&csf=1&web=1&e=EqWNSm) |
| **Output 2:** Internal Capacity enhanced to promoting clean, reliable, affordable energy (solar) and energy efficiency. | Successfully finalized business models for DC micro-grids, contributing to rural electrification, and influenced renewable energy and energy efficiency policies. UNDP's support to the ADB's due diligence team has paved the way for potential ADB investment in an energy efficiency revolving fund in 2024 |
| **Output 3:** Support national and sub-national governments to plan and engage communities in water governance and wastewater management. | Accomplished a comprehensive assessment of water quantity and quality in KCMUA, completed a gender-responsive watershed management plan, and formed a Technical Working Group (TWG) for KCMUA. Despite COVID-related delays, the TWG Prakas on Payment for Ecosystem Services (PES) and watershed management was revised based on a consultation meeting with sub-national stakeholders in Preah Sihanoukville |
| **Output 4:** Internal capacities strengthened for improved coordination across the Environment portfolio and CO programme for strengthened, integrated programming | Achieved improved data management through the establishment of a Knowledge Management system for NCE at CO UNDP SharePoint. Knowledge-sharing events, learning plans, and gender mainstreaming were emphasized, contributing to strengthened coordination and integrated programming. |
| Bangladesh | Food Systems, Climate Adaptation, Water/Oceans, and Biodiversity | focuses on integrated programming, strengthening internal capacity in areas like management, safeguards, gender mainstreaming, and partnerships. It also extends to external programming, linking activities to promote climate-resilient livelihoods and sustainable development | $434,000 | **Output 1:** A new sustainable business model for mud crab cultivation introduced through enhanced capabilities and participation of public and private sector entities to implement low-carbon gender responsive adaptation actions in Bangladesh's revised NDC. | Completed comprehensive Food System Analysis, addressing challenges like COVID-19. Engaged private sector for coastal resilience financing through SDG-linked bonds. Progressed in Sundarbans marine habitat protection and secured partnerships for nature-based solutions(ongoing) | Developed a joint Sweden-UNDP portfolio, aligning projects with Bangladesh's priorities. Launched the Gender Equality Strategy, fostering gender-responsive actions and partnerships. Established collaborations with national and international entities for sustainable finance and climate actions. | Challenges in engaging large-scale private sectors in climate-vulnerable areas and Anticipation of difficulties in achieving certain program outputs within the given project period, prompting consideration for an extension. Delay due to Covid 19. | [·        2023 Mid-Year Report-Bangladesh.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Bangladesh.docx?d=wc29a94d36aab492cba3c474b0dc81c33&csf=1&web=1&e=dkPFVm) |
| **Output 2:** Gender concerns integrated and mainstreamed across Nature, Climate, Energy portfolio. | Successfully crafted the Gender Equality Strategy and Action Plan, conducted training sessions for staff, and raised awareness through internal and external communications |
| **Output 3:** Strengthen greater learning, knowledge management and communications related to integrated programming approaches/solutions | Initiated studies, including a food system analysis, commissioned policy briefs, and prepared for knowledge product publications by 2023. |
| **Output 4:** Internal capacities strengthened for improved coordination across the Nature, Climate, Energy portfolio and CO programme for strengthened, integrated programming | Improved coordination and integrated programming by certifying 6 staff in Managing Successful Programmes (MSP) and implementing an action plan. Joint workshops and agreements with UN Women and FAO facilitated knowledge exchange, while the inclusion of Nature, Climate, Energy (NCE) concerns in UNSDCF and UNCT plans demonstrated successful integration |
| **Output 5:** Social and environmental standards implemented across the CO programme | made strides in SES implementation. The staff received basic SES training, and an advanced SES session are planned for 2023. While an assessment and stakeholder response mechanism are pending, communications by senior management have raised awareness of SES internally and externally |
| Myanmar | Biodiversity, and Climate | The project focuses on enhancing natural resource governance through initiatives such as establishing a learning platform, fostering Communities of Practice, and developing issue briefs | $390,000 | **Output 1:** Establish a 'learning platform' for exchange of ideas and lessons learned for improved and more participatory governance of natural resources | A dedicated learning platform, "Myanmar Environmental Learning," has been successfully established, serving as a crucial resource for internal staff and development partners. Additionally, five operational Communities of Practice (CoPs) have been formed, facilitating collaboration and networking among members for effective knowledge sharing and partnership building. | Key achievements include successful platform creation, operational CoPs, and the initiation of research papers. | Challenges include low platform engagement, unstable political environment | [·        2023 Mid-Year Report-Myanmar.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Myanmar.docx?d=wa648c3915e1c4f1a9bea78de32b63d86&csf=1&web=1&e=9qHpai) |
| **Output 2:** Develop and deliver curriculum for private sector officials on democratic governance of natural resources including climate change and piloting of FPIC | Diverse training initiatives were implemented, benefiting over 50 organizations across different states and regions in Myanmar, enhancing knowledge in sustainable resource management and related areas. |
| **Output 3:** Support cross project synergies on climate, safeguards, and iterative stakeholder engagement across the Programme**.** | The project established a draft communication strategy and initiated the Monitoring and Evaluation (M&E) framework for the ENCORE project, emphasizing climate, disaster risk reduction (DRR), and gender considerations. Stakeholder engagement included the successful participation of 173 individuals in World Environment Day 2023, leveraging a social media campaign. Planned dialogues for International DRR Day and ongoing collaboration with partners further underscore the commitment to climate and environmental initiatives. |
| **Output 4:** Strengthen CO internal capacity on social and environmental safeguards (including gender equality and project grievance mechanisms) | The project demonstrated success in social and environmental safeguards, implementing a comprehensive CO SES Action Plan and ensuring full implementation for area-based projects. Quality assurance efforts for SES and scheduled training sessions for project staff contribute to enhanced capabilities. Initiatives for project grievance mechanisms, knowledge sharing through a TDLG-ENCORE report, and ongoing gender analysis integration in project design showcase a holistic approach to safeguarding and sustainability. |
| Nepal | Biodiversity, Climate, and Food Systems | The project focuses on developing and piloting a financing mechanism for community conservation, implementing COVID-19 recovery plans for forest user groups, assessing the impact of agricultural incentives on biodiversity, and strengthening climate resilience at local levels. | $489,835 | **Output 1** | successfully finalized a recovery plan for two CFUGs. The green recovery financing plan is ongoing, with delays in validation due to provincial stakeholders' unavailability during the budget process. Piloting the grant mechanism is postponed pending the finalization of the green recovery plan, with delays attributed to consultation and policy assessment | The project has achieved milestones such as finalizing the Green Recovery Financing Plan, completing a policy assessment for COVID-19 recovery, and initiating the building of resilience in mountain communities | Challenges include delays in implementing recovery plans and piloting financing mechanisms due to COVID-19 impacts, difficulties in prioritizing locations for resilience building, and setbacks in finalizing the Climate Resilience Strategy and engaging private sectors for innovative financing | [2023 Mid-Year Report-Nepal.docx](https://undp.sharepoint.com/:w:/r/sites/Sida-UNDPProgrammeonEnvironmentandClimateChange/Shared%20Documents/Pilot%20Country%20Implementation/Pilot%20Country%20Reporting/2023%20Mid-Year%20Reporting/2023%20Mid-Year%20Report-Nepal.docx?d=wd0b0c8b523934e6eb8ab0a3d24021aaa&csf=1&web=1&e=xj2Ycv) |
| **Output 2** | achieved successful policy assessment and options for green recovery in community forestry post-COVID. However, the implementation of recovery plans and capacity enhancement programs for CFUGs is delayed, pending the finalization of the green recovery financing plan, with setbacks attributed to delays in policy assessment and financing scheme development |
| **Output 3** | successfully completed the assessment of agriculture incentives with adverse effects on biodiversity, identifying and prioritizing subsidies for reform using data from political economy analysis and gender dimensions. Stakeholders validated reform options for two prioritized harmful subsidies, with completed data collected from BIOFIN reporting, including plans of actions for reform. |
| **Output 4** | Initiated resilience for mountain communities, launched urban plans, completed Climate Resilience Strategy draft, mobilized green volunteers, and prepared two integrated plans for Climate, Land, Energy, and Water system. |
| **Output 5** | Ongoing training for safeguards, created a Knowledge Hub, conducted a portfolio review on Gender Equality and Social Inclusion, selected experts from the Global Project Network, and initiated activities for GHG emissions estimation and private sector engagement. |
| Uganda | Biodiversity, Climate, Energy, and Food Systems. |  |  |  |  |  |  | NA |

## Annex 6: Evaluation Matrix

|  | **Indicators / Means of verification** | **Data Sources** |
| --- | --- | --- |
| **Relevance/ Coherence** |  |  |
| 1. To what extent was the programme in line with UNDP mandate and strategic priorities as outlined in the UNDP Strategic Plan, and the SDGs? | Degree of alignment | * Document review * Interviews |
| 1. To what extent has the programme been appropriately responsive to political, economic, development, etc., changes? | Degree of responsiveness | * Document review * Interviews |
| 1. Are the programme objectives and outputs clear, practical and feasible within its frame? | Degree of clarity, practicality and feasibility | * Document review * Interviews |
| **Effectiveness** |  |  |
| 1. What has been the role of adaptive management and learning during implementation to ensure greater effectiveness? | Extent of adaptative management, extracting and using lessons learnt | * Document review * Interviews |
| 1. In which of the five main external Programme Areas does the programme have the greatest achievements? Why and what have been the supporting factors? How can the programme build on or expand these achievements in Phase 2? | Extent of achievement – with a focus on most significant achievement | * Document review * Interviews * Comparison of targets with actuals from the latest annual report |
| 1. To what extent has the programme strengthened UNDP’s internal capacities at the global, regional and Country Office levels for:  * Integrated Management, Coordination, Staffing, Policy and Programming? * promoting gender equality and the empowerment of women? * assessing and managing environmental and social risks associated with its environment programming? * communication, knowledge management, South-South, and digital/data work * UN system and other partnerships | Extent of capacities built | * Document review * Interviews |
| 1. How can the programme build on or expand these achievements in Phase 2? | Recommendations for Phase 2 | * Document review * Interviews |
| 1. What, if any, alternative strategies would have been more effective in achieving these internal capacity building objectives? | Description of potential alternative strategies | * Document review * Interviews |
| **Sustainability** |  |  |
| 1. Are there any financial risks that may jeopardize the sustainability of programme outputs? | List of financial sustainability risks, assessment of scale | * Document review * Interviews |
| 1. To what extent will financial and economic resources be available to sustain the benefits achieved by the programme? To what extent have Sida Programme resources been used to catalyse additional funding, including from UNDP and funding partners? | Description leveraging additional financial resources | * Document review * Interviews |
| 1. To what extent do internal mechanisms, procedures and policies exist to allow UNDP to carry forward the results attained on internal capacity building | List of sustainability risks associated with internal mechanisms, procedures and policies | * Document review * Interviews |
| 1. To what extent have learning and lessons been documented by the programme team on a continual basis and shared internally and with partners who could learn from the programme? | Extent of capturing and using leaning | * Document review * Interviews |

## Annex 7: List of Key Documents Consulted

* Three (3) project documents: original, 2021, 2023
* Annual Reports 2020. 2021, 2022
* Powerpoints and key takeaways on gender learning exchanges
* Powerpoint on gender training module
* 2022 Gender portfolio results
* TOR NCEW Gender Coordination Group
* UNDP Gender Equality Strategy 2022- 2025
* Powerpoint on SES toolkit
* Powerpoint on SES learning exchange
* 2022 SES RBA implementation Summary
* SES Report RBLAC
* Pilot Country Projects reports and Workplans;
* Documents on SIDA- UNDP Annual Consultations;
* Documents related to Stockholm +50
* UNDP Compendium of Portfolio Country Cases, 2023
* GEF-8 PROGRAMMING DIRECTIONS, 2022[[25]](#footnote-26)
* INTEGRATED POLICY PRACTITIONERS' NETWORK[[26]](#footnote-27)
* Proposal by UNDP and UNEP: Strengthening UN System-wide Support to RCOs/UNCTs for Triple Planetary Crisis Responses, 2022[[27]](#footnote-28)

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## Annex 8: List of Persons Interviewed

|  |  |  |
| --- | --- | --- |
|  | Name | Position |
| 1 | Adriana Dinu | Senior Advisor to BPPS Director, UNDP |
| 2 | Tim Scott | Senior Programme and Policy Advisor, UNDP |
| 3 | Midori Paxton | Director, Nature Hub - Programme Area Lead-Biodiversity, UNDP |
| 4 | Natalia Olofinskaya | Policy Specialist, UNDP |
| 5 | Ciara Daniels | Policy Specialist - Gender and Environment, UNDP |
| 6 | Holly Mergler | Policy Specialist - Social and Environmental Standards, UNDP |
| 7 | Rohini Kohli | Senior Technical Advisor - CC Adaptation, UNDP |
| 8 | Jennifer Baumwoll | Clobal Climate Change Advisor - Programme Area Lead-Climate, UNDP |
| 9 | Mary Matthews | Programme Area Lead - Water and Oceans, UNDP |
| 10 | Ahmed Elseoud | Management Mentor, OIC, UNDP |
| 11 | Mateo Salomon | Global Energy and Finance Advisor - Programme Area Lead-Energy, UNDP |
| 12 | Riad Meddeb | Director of the Sustainable Energy Hub, UNDP |
| 13 | Andrew BOVARNICK | Global Head, Green Commodities Programme - Programme Area Lead-Food Systems, UNDP |
| 14 | Reina Otsuka | Lead Digital Innovation for Nature, Climate and Energy, UNDP |
| 15 | Cate Owren | Senior Advisor on Gender Equality, UNDP |
| 16 | Jesus Sanchez Mugica, | Gender Specialist and Programme Coordinator, UNDP |
| 17 | Jasmin Blessing | Gender Advisor for Climate Change, UNDP |
| 18 | Akiko Yamamoto | Regional Team Lead for Nature, Climate and Energy - Asia and the Pacific, UNDP |
| 19 | Lyes Ferroukhi | Regional Team Lead for Nature, Climate and Energy - Latin America and the Caribbean, UNDP |
| 20 | Martin Cadena | Martin Cadena, Community of Practice Facilitator, UNDP |
| 21 | Arsen Vartanyan | FAO, Senior Officer, Head of UN Collaboration Unit  Senior Officer, Head of UN Collaboration Unit |
| 22 | Tim Kasten | Director of the Policy and Programme Division, UNEP |
| 23 | Maria Vink | Senior Programme Specialist - Water Security, Sida |
| 24 | Maria Van Berlekom | Head, Unit for Global Cooperation on Environment, Sida |
| 25 | Sonali Dayaratne | Deputy Resident Representative, UNDP Bangladesh |
| 26 | Sharmin Islam | Gender Analyst and Gender Team Leader, UNDP Bangladesh |
| 27 | Arif M. Faisal, | Programme Specialist - Environmental Sustainability and Energy, UNDP Bangladesh |
| 28 | AZM Saleh | Monitoring and Evaluation Analyst, UNDP Bangladesh |
| 29 | Farzana Rahman, | Project Manager, UNDP Bangladesh |
| 30 | Ababu Anage | National Climate Change Specialist and Project Manager, UNDP Ethiopia |
| 31 | Nebyu Mehari: | Portfolio Management Specialist (Gender focal Person) for the Project UNDP Ethiopia |
| 32 | Asmare Adegeh | Environmental and Social Safe Guard Program Specialist (SES focal Person) for the project UNDP Ethiopia |
| 33 | Edom Berhanu | UNDP Ethiopia |
| 34 | Ms. Nimnuon IvEk, | Assistant Resident Representative - Policy & Innovations, UNDP Cambodia |
| 35 | Mr. Paolo Dalla Stella, | Environment Policy Specialist, UNDP Cambodia |
| 36 | Mr. Vuthy Va, | Policy Specialist – Energy and Green Growth. UNDP Cambodia |
| 37 | Mr. Sony Oum, | Country Director for Conservation International (former UNDP CO SIDA Global project focal point), UNDP Cambodia |
| 38 | Ms. Thida Tien, | Senior Environment and Climate Change Officer, current UNDP CO SIDA Global project focal point, UNDP Cambodia |
| 39 | Hasna Hena | Deputy Director, Department of Women’s Affairs, Ministry of Children and Women’s Affairs, Ministry of Children and Women’s Affairs, Government of Bangladesh |
| 40 | Abdullah Al Namun | District Training Officer, Department of Agriculture Extension, Ministry of Agriculture, Government of Bangladesh |
| 41 | Jahidul Hasan | Senior Assistant Director, Department of Fisheries (Bagerhat, Khulina) Government of Bangladesh |
| 42 | Tamara Damary | Quality Assurance and Evaluation Programme Associate; Quality Assurance and Evaluation Programme Associate  UNDP Haiti |
| 43 | Dorine Jn Paul | Programme Specialist- Head of Resilience Unit, UNDP Haiti |
| 44 | Binda Magar | Policy Advisor, Governance, UNDP Nepal |
| 45 | Pragyajan Yalamber Rai | Portfolio Manager, Resilience and Environment, UNDP Nepal |
| 46 | Deepak KC | Programme Analyst, Climate Change and Resilience, UNDP Nepal |
| 47 | Tek Tamata | Portfolio Manager, Governance, UNDP Nepal |
| 48 | Richa Ranjitkar | Communication Analyst, UNDP Nepal |
| 49 | Dinesh Bista | Result Based Monitoring Analyst, UNDP Nepal |
| 50 | Bijendra Basnyat | Project Coordinator, BIOFIN, UNDP Nepal |
| 51 | Barsha Chitrakar | Urban Planner/Resilience Analyst, UNDP Nepal |
| 52 | Binita Karki | Head of Solutions Mapping, UNDP Nepal |
| 53 | Rassu Manandhar | Project Officer SIDA, UNDP Nepal |
| 54 | Sarah Mujabi | Program Officer, UNDP Uganda |
| 55 | Tom Sengalama | Team Leader-Nature, Climate, Energy and Resilience, UNDP Uganda |
| 56 | Michael Kizu | National Coordinator - Climate Aggregation Platform (CAP), UNDP Uganda |
| 57 | Milica Begovic | Head of UNDP Innovation Facility |
| 58 | Poorti Sapatnekar | UN-DCO, New York |

## Annex 9: Key Informant Interview guide

* + - 1. What is your position, how long have you been in that position and what is the way you got to know the program?
      2. Did you have a role in its design? If yes, how? If not, do you think you should have been consulted?
      3. In your view how important was this programme for UNDP? If important, in what sense?
      4. In your view how important was the programme in terms of country programming? If important in what sense?
      5. How coherent was the programme?
      6. Are you familiar with the programme design? If yes, what do you think about the clarity of its objectives? What do you think about the feasibility of achieving of the stated objectives? What do you think about the design overall: if it were to be designed all over again/in hindsight what should have been done differently?
      7. In which of the main external Programme Areas does the programme have the greatest achievements? Why and what have been the supporting and hindering factors? How can the programme build on or expand these achievements in Phase 2
      8. To what extent has the programme strengthened UNDP’s internal capacities at the global, regional and Country Office levels for:

1. Integrated Management, Coordination, Staffing, Policy and Programming?
2. promoting gender equality and the empowerment of women?
3. assessing and managing environmental and social risks associated with its environment programming?
4. communication, knowledge management, South-South, and digital/data work
5. UN system and other partnerships
   * + 1. What have been the main supporting and hindering factors in terms of strengthening internal capacity building?
       2. What, if any, alternative strategies would have been more effective in achieving these internal capacity building objectives?
       3. What have been the main achievements and challenges related to cross-cutting areas: conflict, digitalization, finance, knowledge management?
       4. What can you say in terms of the approach of the programme to promote gender equality and to address/reach the vulnerable, marginalized, disabled, youth
       5. What can you say about the management of the programme? Was it effective? If yes, then how and if not then why?
       6. How adaptive was the programme management? Why do you think so?
       7. How effective was the programme internal communication (within UNDP)? Why do you think so?
       8. How effective was external communication of the programme? Why do you think so?
       9. How effective was the programme in facilitating cross-country learning?
       10. How effective was the programme management in pursuing synergies?
       11. How cost-effective was the programme in your view?
       12. Did the programme take steps to promote national ownership? Were the Government representatives engaged? If yes, in what capacity? If not, why?
       13. Are there any financial risks that may jeopardize the sustainability of programme outputs?
       14. To what extent will financial and economic resources be available to sustain the benefits achieved by the programme? To what extent have Sida Programme resources been used to catalyse additional funding, including from UNDP and funding partners?
       15. To what extent do internal mechanisms, procedures and policies exist to allow UNDP to carry forward the results attained on internal capacity building
       16. To what extent have learning and lessons been documented by the programme team on a continual basis and shared internally and with partners who could learn from the programme?
       17. What lessons could be learned from the programme?
       18. If there was a phase II what would be your recommendations on what it should focus on?
       19. If there was a phase II, what do you think should the program management change in terms of ways of working?

|  | **Indicators / Means of verification** | **Data Sources** |
| --- | --- | --- |
| **Relevance/ Coherence** |  |  |
|  | Degree of alignment | * Document review * Interviews |
| Degree of responsiveness | * Document review * Interviews |
| Degree of clarity, practicality and feasibility | * Document review * Interviews |
| **Effectiveness** |  |  |
| 1. What has been the role of adaptive management and learning during implementation to ensure greater effectiveness? | Extent of adaptative management, extracting and using lessons learnt | * Document review * Interviews |
| 1. In which of the five main external Programme Areas does the programme have the greatest achievements? Why and what have been the supporting factors? How can the programme build on or expand these achievements in Phase 2? | Extent of achievement – with a focus on most significant achievement | * Document review * Interviews * Comparison of targets with actuals from the latest annual report |
| 1. To what extent has the programme strengthened UNDP’s internal capacities at the global, regional and Country Office levels for:  * Integrated Management, Coordination, Staffing, Policy and Programming? * promoting gender equality and the empowerment of women? * assessing and managing environmental and social risks associated with its environment programming? * communication, knowledge management, South-South, and digital/data work * UN system and other partnerships | Extent of capacities built | * Document review * Interviews |
| 1. How can the programme build on or expand these achievements in Phase 2? | Recommendations for Phase 2 | * Document review * Interviews |
| 1. What, if any, alternative strategies would have been more effective in achieving these internal capacity building objectives? | Description of potential alternative strategies | * Document review * Interviews |
| **Sustainability** |  |  |
| 1. Are there any financial risks that may jeopardize the sustainability of programme outputs? | List of financial sustainability risks, assessment of scale | * Document review * Interviews |
| 1. To what extent will financial and economic resources be available to sustain the benefits achieved by the programme? To what extent have Sida Programme resources been used to catalyse additional funding, including from UNDP and funding partners? | Description leveraging additional financial resources | * Document review * Interviews |
| 1. To what extent do internal mechanisms, procedures and policies exist to allow UNDP to carry forward the results attained on internal capacity building | List of sustainability risks associated with internal mechanisms, procedures and policies | * Document review * Interviews |
| 1. To what extent have learning and lessons been documented by the programme team on a continual basis and shared internally and with partners who could learn from the programme? | Extent of capturing and using leaning | * Document review * Interviews |

## Annex 10: Declaration of Ethical conduct



1. This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan. [↑](#footnote-ref-2)
2. https://www.undp.org/strategic-initiatives [↑](#footnote-ref-3)
3. https://www.undp.org/strategic-initiatives [↑](#footnote-ref-4)
4. The Outputs referenced are under the prior SP but they still map to Outputs under the new SP for 2022-2025. [↑](#footnote-ref-5)
5. Specific, Measurable, Achievable, Relevant and Time-bound. [↑](#footnote-ref-6)
6. Some important documents to point out:

   * [Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations](https://tnfd.global/publication/recommendations-of-the-taskforce-on-nature-related-financial-disclosures/) (available also in [Executive Summary](https://tnfd.global/publication/executive-summary-2/) and [summary video](https://www.youtube.com/watch?v=iDbLtDmnlII&t=13s) formats)
   * [Guidance on the identification and assessment of nature-related issues: the LEAP approach](https://tnfd.global/publication/additional-guidance-on-assessment-of-nature-related-issues-the-leap-approach/#publication-content)
   * [Guidance on engagement with Indigenous Peoples, Local Communities and affected stakeholders](https://tnfd.global/publication/guidance-on-engagement-with-indigenous-peoples-local-communities-and-affected-stakeholders/#publication-content)
   * [Getting started with adoption of the TNFD Recommendations](https://tnfd.global/publication/getting-started-with-adoption-of-the-tnfd-recommendations/#publication-content)

   [↑](#footnote-ref-7)
7. As of December 2022, 104 Climate Promise-supported countries have submitted revised NDCs to the UNFCCC, representing 83% of all developing country submissions and 24% of global GHG emissions. Of these 104 submissions, 93% raised mitigation ambition and 93% raised adaptation ambition. [↑](#footnote-ref-8)
8. These countries are: Albania, Argentina, Armenia, Azerbaijan, Bangladesh, Benin, Bhutan, Bosnia & Herzegovina, Ecuador, Egypt, Guinea, Indonesia, Kazakhstan (planned), Kyrgyz Republic, Lebanon (planned), Liberia, Niger, North Macedonia (planned), Senegal (planned), Serbia, Somalia, Tajikistan, Thailand, Tunisia, Uruguay, Uzbekistan, Viet Nam. [↑](#footnote-ref-9)
9. In Bhutan, a comprehensive review of the draft NAP was conducted. Part of the review was to find entry points to strengthen alignment with the updated NDC – which had called for the preparation of a NAP. In Lebanon, UNDP support has ensured that the NAP formulation project under design is aligned and integrated with CP2 support, and that the NAP project (which will lead to NAP preparation, as called for in Lebanon’s updated NDC) is an enabler of NDC and Adaptation Communication implementation. Similarly, in Kazakhstan, Senegal and North Macedonia which have proposals under design, the team has worked to ensure that new NAP-support projects are aligned with the priorities in the NDC as well as CP2 activities. In the Kyrgyz Republic, UNDP has helped ensure that the NAP and NDC are closely aligned through NAP and CP2 support. The Kyrgyz Republic is a leading example in ensuring that the adaptation priorities in its updated NDC and its (under formulation) NAP are closely aligned. In Senegal, support has been provided to a new NAP support project under design that will be aligned with CP2 work while supporting the country to implement its updated NDC priorities. Serbia’s updated NDC outlines mitigation co-benefits arising from ambitious adaptation actions, which are further elaborated in its NAP under development. Similarly, Guinea’s updated NDC is being improved on its mitigation and adaptation goals, including greater geographical and sectoral coverage, with clearer commitments to align with other strategies including the country’s NAP. For the first time, Bosnia and Herzegovina’s updated NDC for includes adaptation priorities and actions, in line with its NAP. [↑](#footnote-ref-10)
10. see https://www.fao.org/in-action/scala/en [↑](#footnote-ref-11)
11. UNDP @ Stockholm +50 Stockholm, Sweden, 1-3 June 2022 Report on UNDP’s Strategic Engagement in the Stockholm+50 International Meeting “A healthy planet for the prosperity of all – our responsibility, our opportunity” [↑](#footnote-ref-12)
12. ibid [↑](#footnote-ref-13)
13. This website and page were updated as ‘UNDP Data Future Exchange- Environment Focus Area’ <https://data.undp.org/environment> [↑](#footnote-ref-14)
14. This global project aims to work with the public institutions for gender mainstreaming at institutional and policy levels and to provide Gender Seal Certification. [↑](#footnote-ref-15)
15. It was identified that the infrastructure needed to support the growth of the electric vehicle stock will vary between 9,900 and 33,800 individual charging points by 2050, all types combined. By 2030, between 25 and 100 strategically located DC fast chargers will be needed to fully interconnect Cambodia's provinces; by 2050, 1,700 to 5,900 will be required, perhaps similar to approx. 3,000 number gas stations existent in Cambodia. [↑](#footnote-ref-16)
16. # of grant financing mechanism deployed for communication conservation work. **(Biodiversity)** - This activity will be conducted once the green recovery financing plan of the Forest User Groups for post-COVID-19 recovery will be finalized in March 2023.

    # of recovery plans for the CFUGs prepared and disseminated. **(Climate)** – This activity will be conducted once the green recovery financing plan of the FUGs for post-COVID-19 recovery which will be finalized in March 2023.

    Capacity of members of 10 CFUGs enhanced bosting post-COVID recovery -two capacity enhancement programs. **(Climate)** – This activity will be conducted once the green recovery financing plan of the FUGs for post-COVID-19 recovery which will be finalized in March 2023.

    Integrated Climate Resilience Strategy for inter-UN coordination prepared. **(Climate)**

    # of integrated plans prepared for vulnerable provinces or local level using CLEWS – prepare one plan to implement **(Climate)**

    An assessment to map innovative financing; technical support to provincial government on innovative financing for NDC implementation- private sector engagement for innovative financing **(Climate)**

    # of CO staff and project team members have participated in training/orientation sessions related to integrated programming capacities **(International Capacity Building)**

    CO SES capacity assessment and risk mapping conducted (Y/N) to identify capacity needs and priorities to inform action plan to strengthen implementation. **(SES)**

    Improved quality of SESPs **(SES)**

    Establishment (Y/N) of CO Stakeholder Response Mechanism. **(SES)** [↑](#footnote-ref-17)
17. Focus Group Discussions were held for Piple Pakha CFUG, Neureni Chisapani CFUG and Bungdal CFUG [↑](#footnote-ref-18)
18. This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan. [↑](#footnote-ref-19)
19. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-20)
20. <https://www.undp.org/accountability/audit/investigations> [↑](#footnote-ref-21)
21. Throughout the table when there is a reference to Sida as the donor, this refers to other funding from Sida aside from the Sida-UNDP Programme. When the table says “Sida-UNDP Programme”, this refers to funding from the Sida-UNDP Programme. [↑](#footnote-ref-22)
22. Burkina Faso, Nigeria, Ethiopia, Eswatini, Malawi, Somalia, Comoros, Sudan, Djibouti, Angola, Madagascar, Benin, Chad, Mali, Mauritania, Niger, Sao Tome e Principe, Zambia [↑](#footnote-ref-23)
23. Liberia, Malawi, Namibia, Zambia, Zimbabwe [↑](#footnote-ref-24)
24. Project outputs are operationalized into Atlas ACTIVITY areas, as reflected in the Multi-Year Work Plan / Budget. [↑](#footnote-ref-25)
25. •https://www.thegef.org/sites/default/files/documents/2022-04/GEF\_R.08\_29\_Rev.01\_GEF8\_Programming\_Directions.pdf [↑](#footnote-ref-26)
26. https://sdgintegration.undp.org/IPPN [↑](#footnote-ref-27)
27. https://unemg.org/wp-content/uploads/2022/05/04a\_Concept\_Note\_Triple\_Planetary\_Crisis.pdf [↑](#footnote-ref-28)