



Operationalizing the One Impact Framework: UNEP's Impact Measurement Initiative

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I

UNEP's Impact Measurement Initiative

Targets, framework, indicators, methodology, and implementation.

II

Investing in Impact Measurement

Why funding matters, what it enables, and how it strengthens credibility.



I.

UNEP's Impact Measurement Initiative



Strategic Shifts in the 2026–2029 MTS

1 Strategic objectives

Addition of water, desertification, land degradation and drought in SP2.



2 Impact focus

One Impact Framework as an organizing device for results and impact.



3 Fewer indicators

Reduced number of outcomes and indicators, with clearer targets.



4 In-country emphasis

More focus on in-country impacts, especially in LDCs, LLDCs, and SIDS.



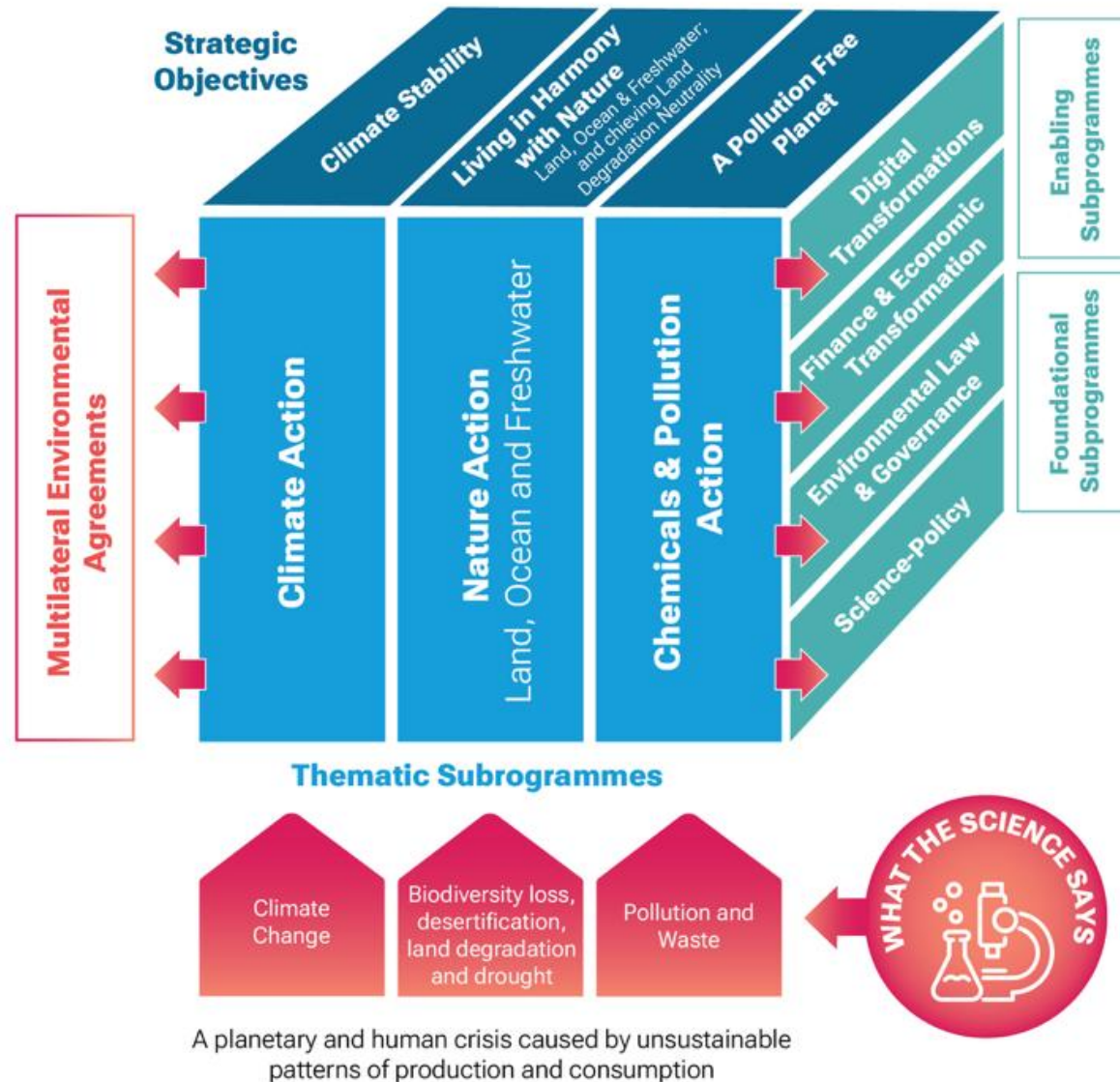
5 MEA collaboration

Stronger collaboration with MEAs, including indicator measurement.



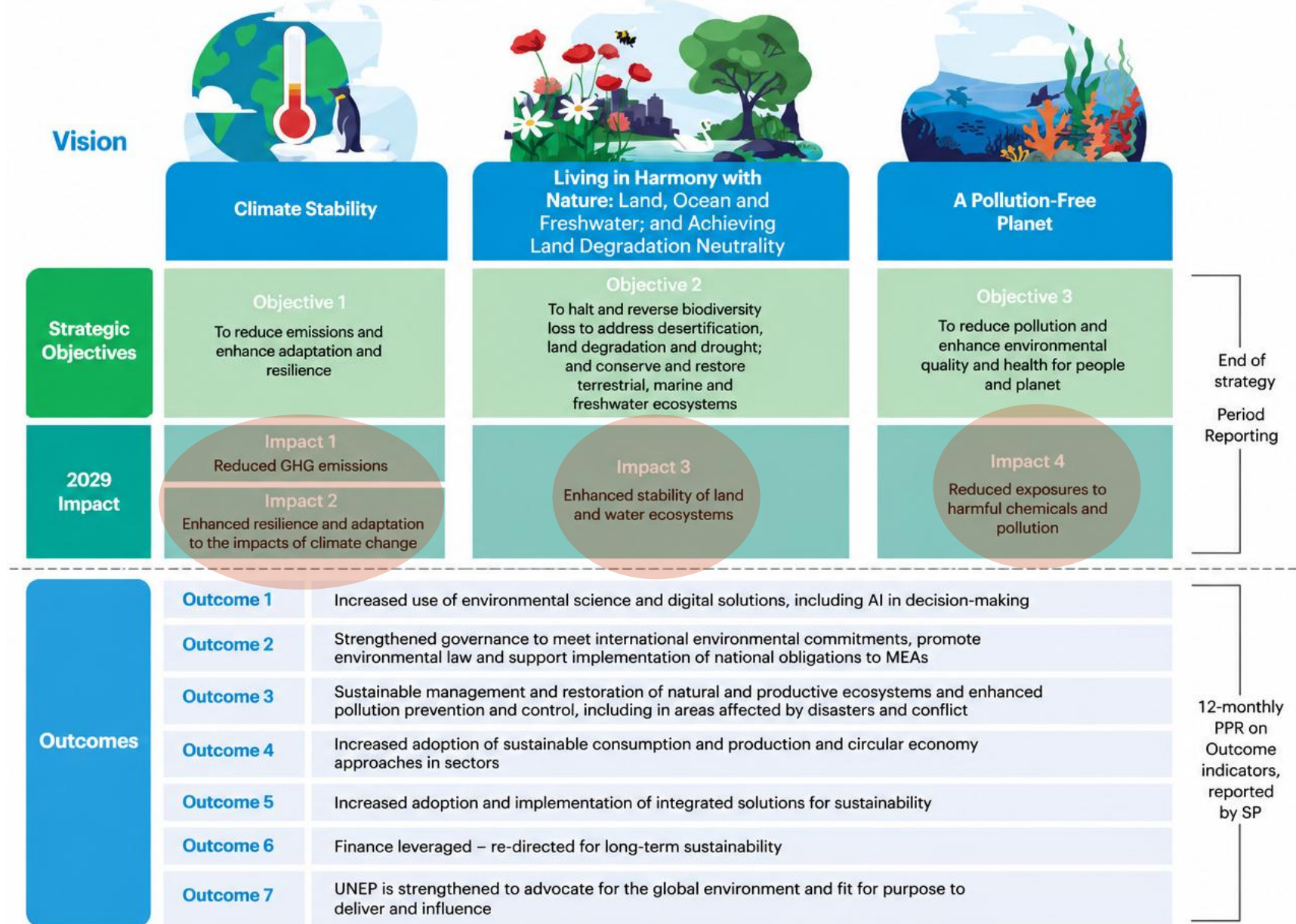
UNEP'S VISION FOR 2026-2029

For healthy, prosperous, and resilient people and planet



ONE IMPACT FRAMEWORK

For healthy, prosperous, and resilient people and planet



Indicators and targets

Impact	Indicator(s)	Targets
Reduced greenhouse gas emissions	I1.1 Projected greenhouse gas emission reductions in supported countries	-3.5 Million MtCO₂eq Progress by Dec 2029 (from 0 baseline)
Enhanced resilience and adaptation to climate change	I2.1 Direct beneficiaries of UNEP adaptation and resilience initiatives I2.2 Number of countries with multi-hazard monitoring, forecasting and early warning systems	+1,000,000 beneficiaries +12 countries Progress by Dec 2029: beneficiaries (vs 480,682 baseline) and countries (vs 119 baseline)
Enhanced stability of land and water ecosystems	I3.1 Extent of land- and seascapes under improved ecosystem management	+8,531,000 ha Progress by Dec 2029: under improved ecosystem management (above 28,112,645 ha baseline)
Reduced exposures to harmful chemicals and pollution	I4.1 Reduction in releases of pollutants and waste to the environment avoided	-4,000 metric tons Progress by Dec 2029: reduced or avoided (vs 3,399 metric ton baseline)



Why is UNEP prioritizing impact measurement?

It is over & above of UNEP's continuous effort for Result-Based Management and Budgeting.



ARE WE MAKING A DIFFERENCE?

GLOBAL URGENCY: CLIMATE,
NATURE, POLLUTION, RESILIENCE



CAN WE DO IT BETTER?

LEARNING AND INNOVATION:
IMPROVING DELIVERY, ADAPTING TO
CONTEXTS, SCALING EFFECTIVELY



ARE WE BEING ACCOUNTABLE?

STAKEHOLDER DEMANDS: JIU,
MOPAN, UN80



ARE WE DOING IT EFFICIENTLY?

VALUE FOR MONEY: COST-
EFFECTIVENESS OF INTERVENTIONS
PARAMOUNT



ARE WE KEEPING UP?

GLOBAL SHIFT IN EVIDENTIARY
STANDARDS: WORLD BANK,
BILATERALS, IMPACT INVESTING

Narrating impacts
(e.g. UNEP Annual
Report) and
**Subprogramme
reporting with
outcome monitoring**
(e.g. PPR) will continue.



The core questions of impact measurement

Did UNEP's support **cause measurable additional** change in environmental conditions, behaviour, policy uptake, institutional performance, and the protection of people and ecosystems?

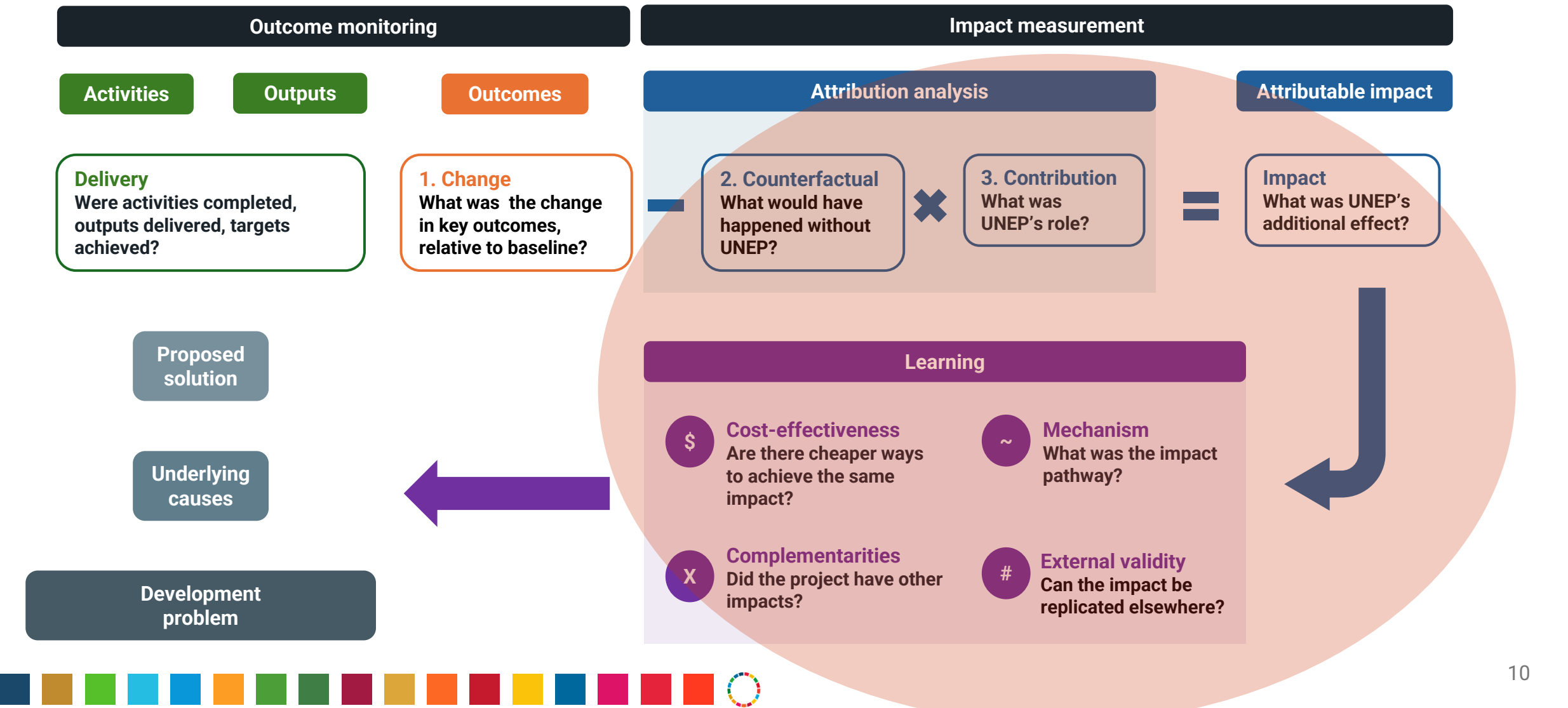
Three core questions:

1. **Change:** What changed?
2. **Counterfactual:** Would have happened anyway?
3. **Contribution:** What was UNEP's role?

$$(\text{CHANGE} - \text{COUNTERFACTUAL}) \times \text{CONTRIBUTION} = \text{IMPACT}$$



Attributing impact to UNEP's work



Measuring impact using quasi-experimental methods

Impact

What is the additional effect of this intervention?



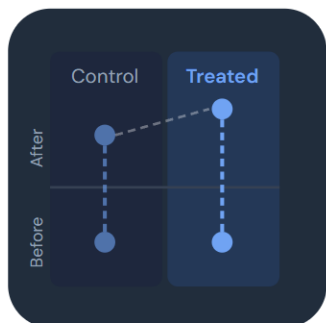
Counterfactual

What would have happened without this intervention?



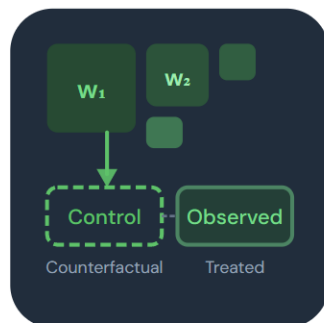
Quasi-experiments

Creative ways of finding the counterfactual when pure experiments aren't possible



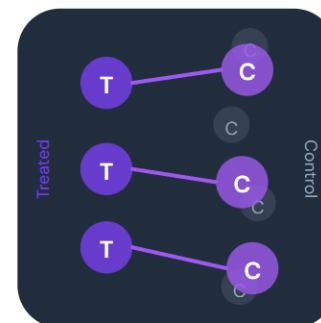
DIFFERENCE-IN-DIFFERENCES

Before/after × treated/control



SYNTHETIC CONTROL

Weighted composite of comparison units



MATCHING

Pair treated with closest controls



REGRESSION DISCONTINUITY

Jump at a threshold cutoff



I.a. UNEP's methods are
state of the art.

Impact of coal subsidies on pollution & mortality

China's Huai River Policy

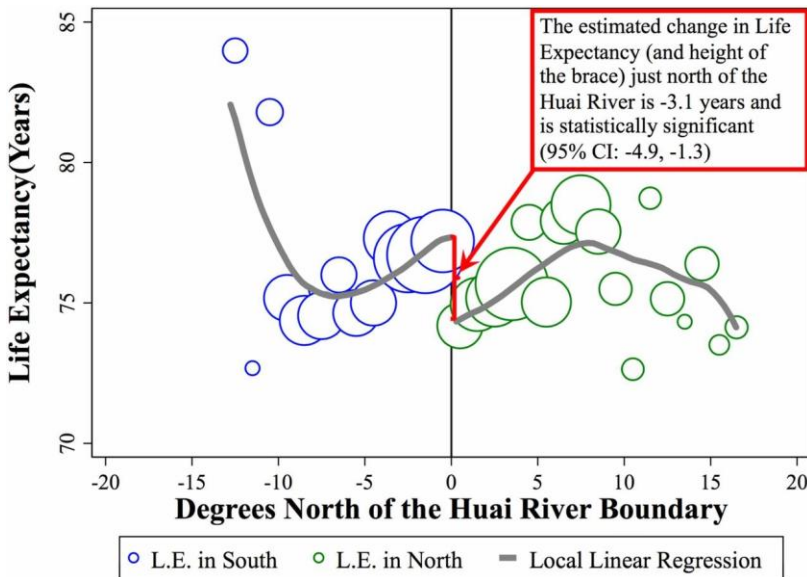
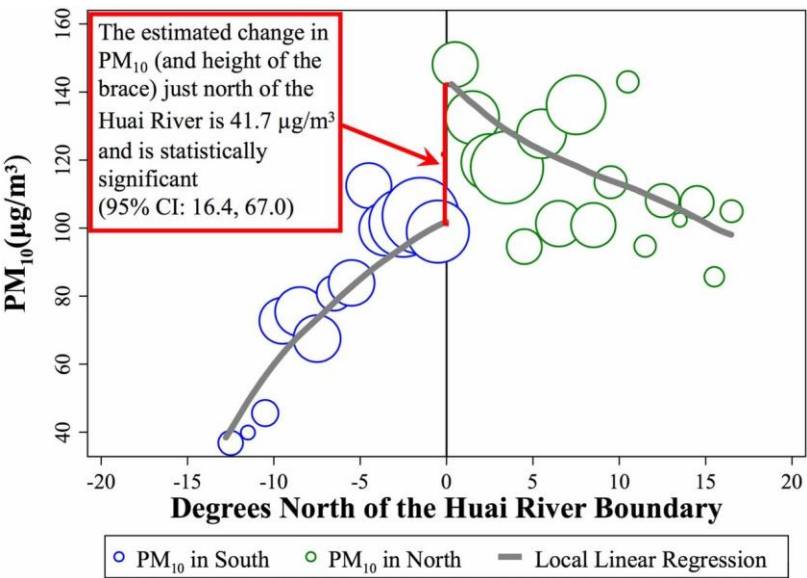
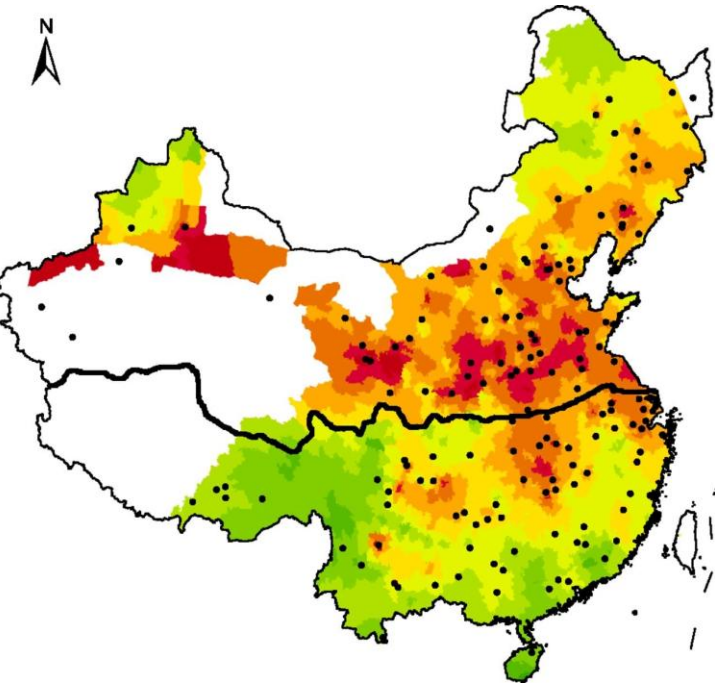
Free or heavily subsidized coal during the winter to cities north of the river but not to the south.

Quasi-experiment

Researchers used a spatial discontinuity design based on distance from the Huai River.

Findings

Coal subsidy increases PM_{10} exposure by $41.7 \mu\text{g}/\text{m}^3$ and reduces life expectancy by 3.1 years



A. Ebenstein, M. Fan, M. Greenstone, G. He, & M. Zhou, New evidence on the impact of sustained exposure to air pollution on life expectancy from China's Huai River Policy, Proc. Natl. Acad. Sci. U.S.A. 114 (39) 10384-10389 (2017).

Impact of REDD+ on tree cover loss in Guyana

REDD+ program

Implemented in 2010 through bilateral agreement between Norway, the largest donor of global REDD+ climate finance, and Guyana, a high forest cover, low deforestation (HFLD) country

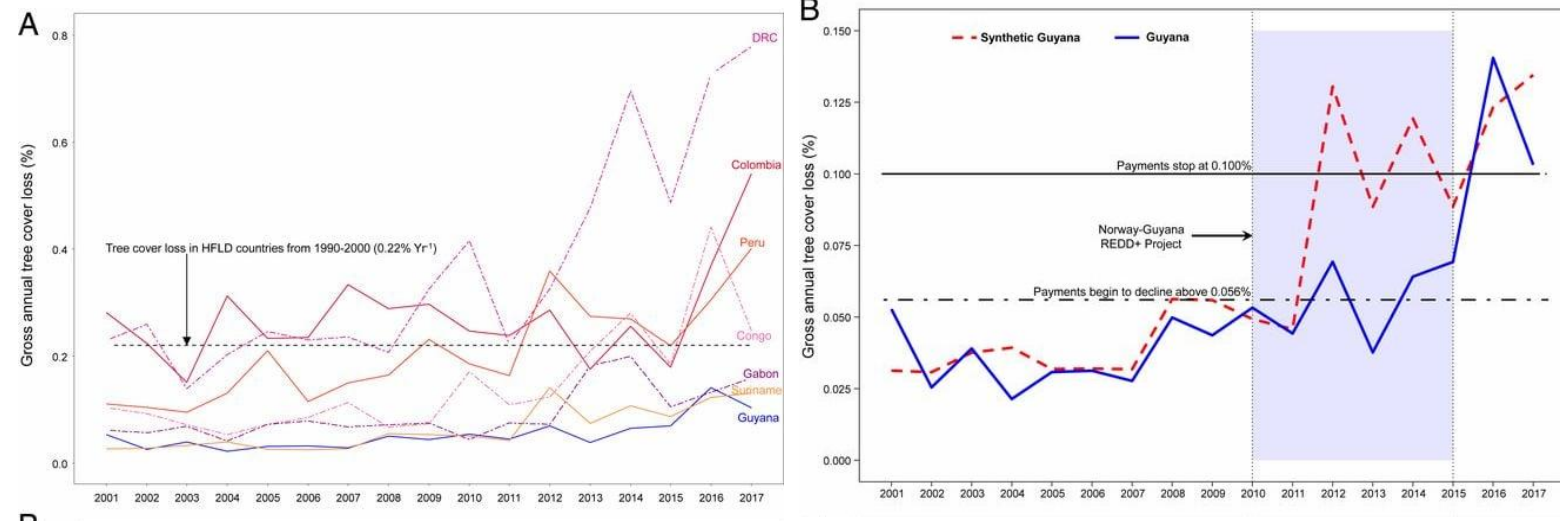
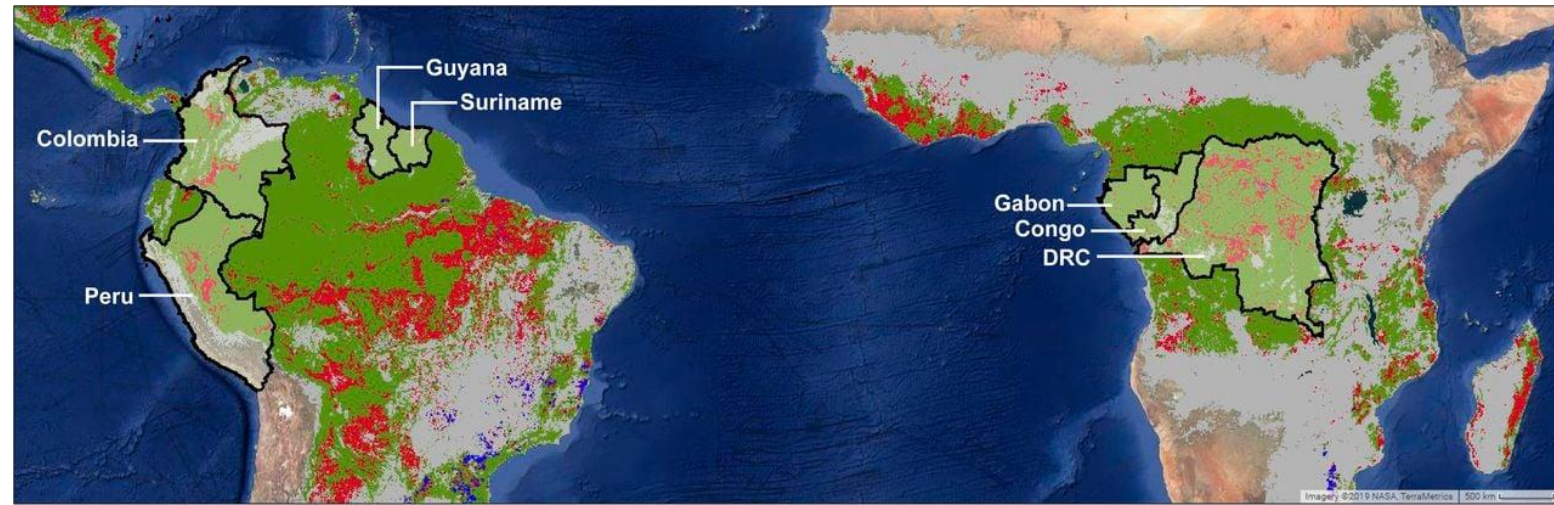
Quasi-experiment

Synthetic matching to estimate tree cover loss that would have occurred in the absence of the national REDD+ program

Findings

Norway-Guyana REDD+ program reduced tree cover loss by 35% during the implementation period (2010 to 2015), equivalent to 12.8 million tons of avoided CO₂ emissions.

Gains were wiped out after end of REDD+ implementation.



A. Roopsind, B. Sohngen, & J. Brandt, Evidence that a national REDD+ program reduces tree cover loss and carbon emissions in a high forest cover, low deforestation country, Proc. Natl. Acad. Sci. U.S.A. 116 (49) 24492-24499, (2019).



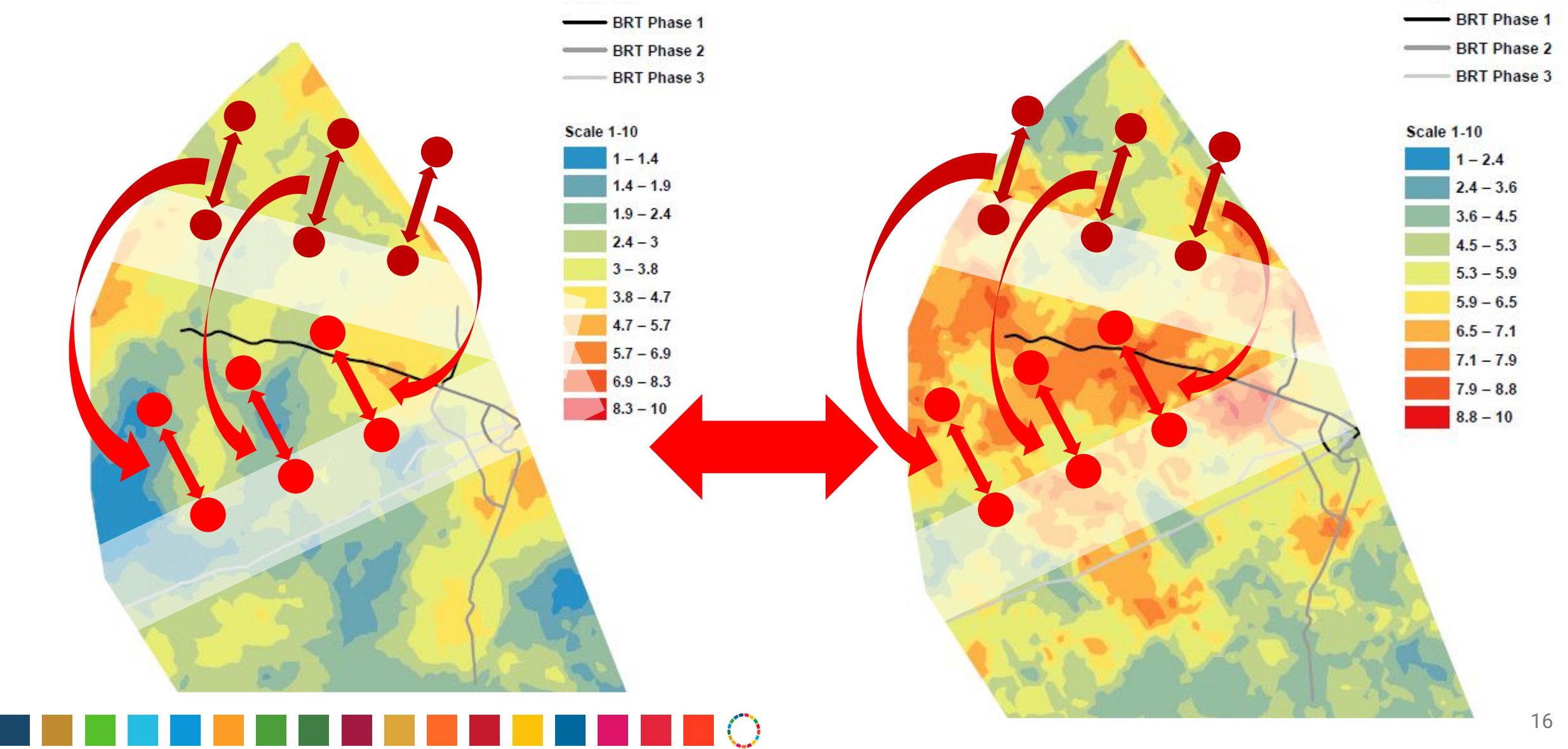
Impact of the Dar es Salaam Bus Rapid Transit system

Does the Dar BRT

- Reduce travel times?
- Improve safety and security of commuters?
- Create jobs and boost income?
- Encourage firm productivity, trade and growth?
- Improve property values?
- Increase the health, wealth and happiness of Dar residents – especially the poor?



Quasi-experiment: spatial triple-differences



I.b. Implementing
the approach and
sampling
approaches

Implementing the initiative

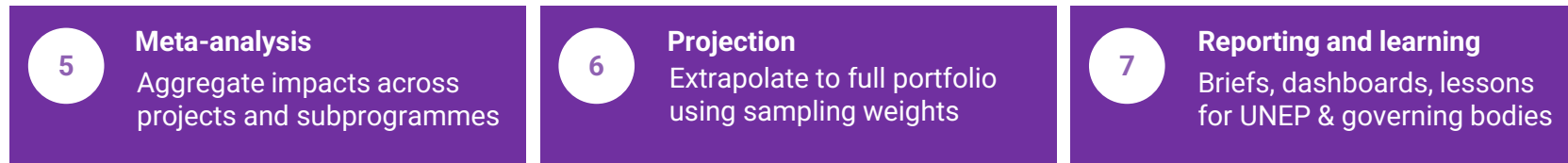
I. DESIGN



II. MEASUREMENT



III. SYNTHESIS & LEARNING



Portfolio-level learning

We are NOT evaluating individual projects

The aim is to capture the “overall impact” of UNEP

We need a representative sample of projects

Common frame for all projects

Projects link to the One Impact Framework and common outcome and impact indicators. This allows results to be compared and combined across the portfolio.

Random selection

UNEP measures a random sample of projects so findings can speak to the wider portfolio. This avoids cherry-picking and keeps the exercise manageable.

Meta-analysis & portfolio learning

Evidence from sampled projects is combined to show what works, where impact is stronger, and which approaches appear more cost-effective.

How the approach works

- 1 Select a representative sample
- 2 Measure outcomes and impact rigorously using counterfactuals
- 3 Combine findings across projects (meta-analysis)
- 4 Use results for reporting and design choices



How to read this map

Each dot marks a country where UNEP has active project work — not a project count. A country with multiple dots has multiple projects operating there. The full sample covers 37 projects; 4 are global or regional with no named-country footprint and do not appear on the map.

SUBPROGRAMME (# projects)

Climate Action	11
Nature Action	7
Chemicals and Pollution Action	8
Environmental Law and Governance	8
Science Policy	1
Finance and Economic Transformations	2

PROJECT SCOPE

Single-country project

Multi-country project

DOT SIZE (BUDGET PER COUNTRY)

Small (< \$1M per country)

Medium (\$1M—\$7M per country)

Large (> \$7M per country)

Show all subprogrammes

Click a subprogramme to filter. Countries with multiple dots have more than one project. Dots in the same country are spread slightly for visibility.

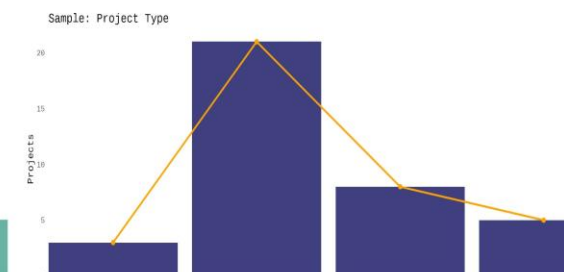
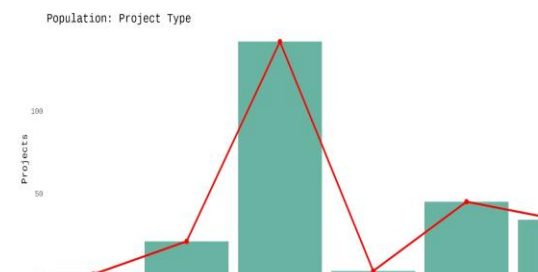
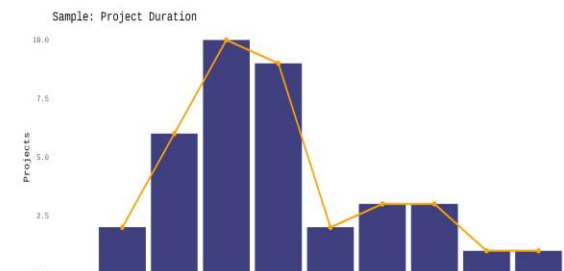
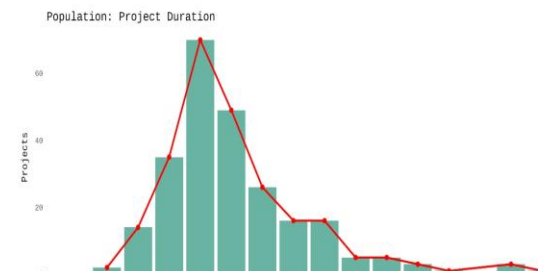
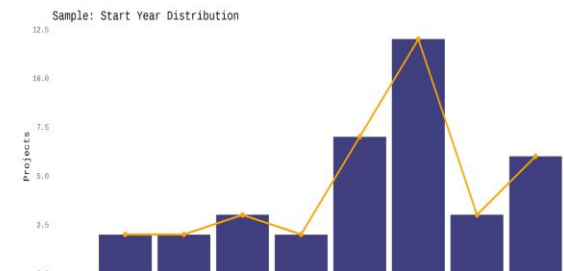
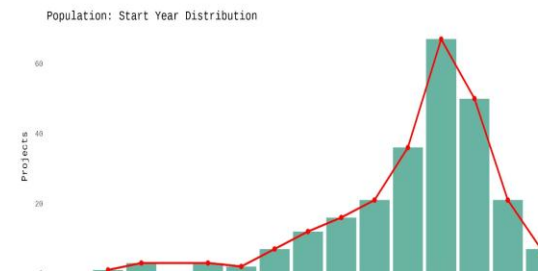
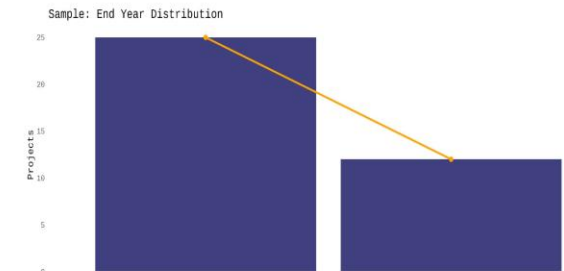
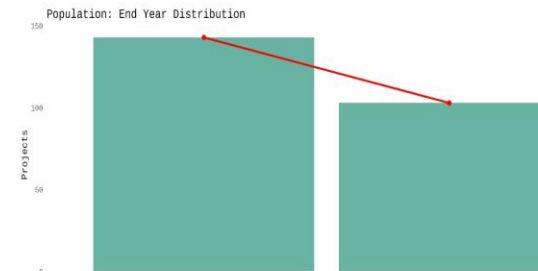


Sample is representative of global portfolio

Statistical testing shows no difference between distribution of sampled projects and global portfolio in terms of

- Project type
- Region
- Duration
- Start/end year

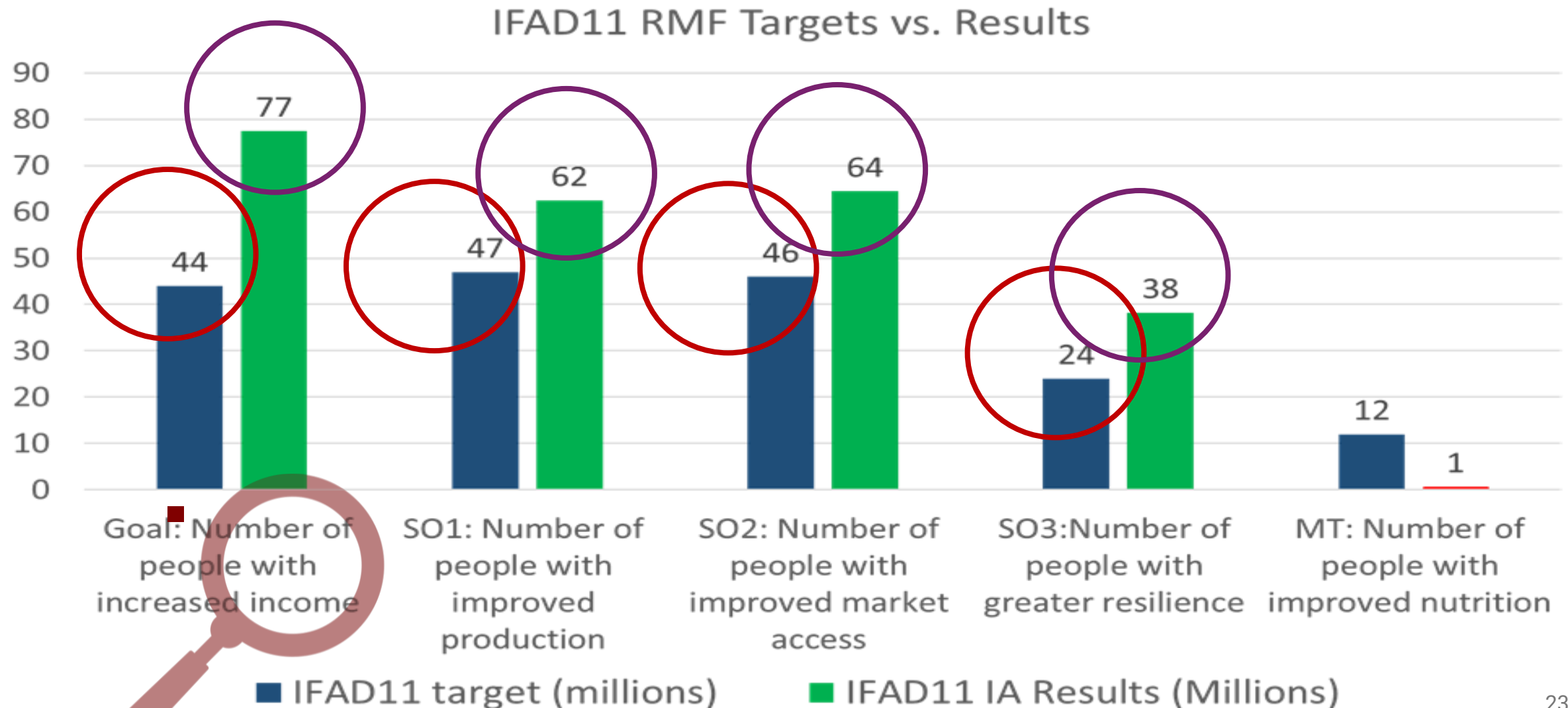
Region	Sample	Population	Sample (%)	Population (%)	Conclusion
Africa	8	65	21.6%	28.3%	Fail to reject H0; no significant difference.
Africa, Asia & the Pacific	1	3	2.7%	1.3%	Fail to reject H0; no significant difference.
Africa, Asia & the Pacific, Europe	1	1	2.7%	0.4%	Reject H0; significant difference.
Africa, Asia & the Pacific, Europe	1	4	2.7%	1.7%	Fail to reject H0; no significant difference.
Africa, Asia & the Pacific, Europe	2	2	5.4%	0.9%	Reject H0; significant difference.
Africa, Europe and Central Asia, Asia & the Pacific	1	2	2.7%	0.9%	Fail to reject H0; no significant difference.
Asia & the Pacific, Latin America	8	48	21.6%	20.9%	Fail to reject H0; no significant difference.
Europe and Central Asia	1	1	2.7%	0.4%	Reject H0; significant difference.
Europe and Central Asia, Unassig	1	9	2.7%	3.9%	Fail to reject H0; no significant difference.
Europe and Central Asia, Unassig	1	1	2.7%	0.4%	Reject H0; significant difference.
Global/Interregional	1	24	2.7%	10.4%	Fail to reject H0; no significant difference.
Latin America and the Caribbean	8	55	21.6%	23.9%	Fail to reject H0; no significant difference.
Multiple categories	1	8	2.7%	3.5%	Fail to reject H0; no significant difference.
West-Asia	2	7	5.4%	3.0%	Fail to reject H0; no significant difference.





I.c. Learning
from others.

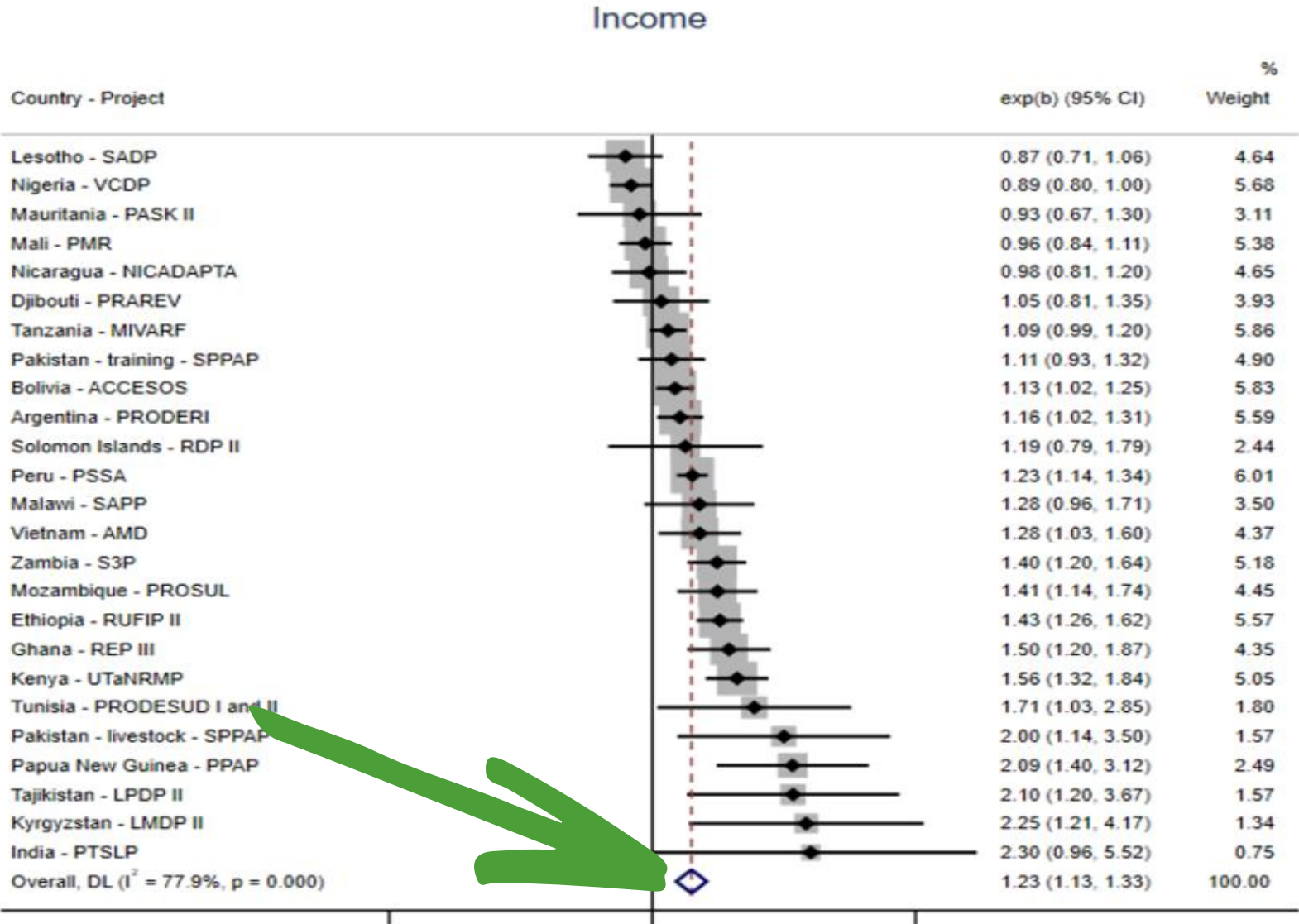
How much difference does IFAD make?



We used counterfactuals and meta-analyses.



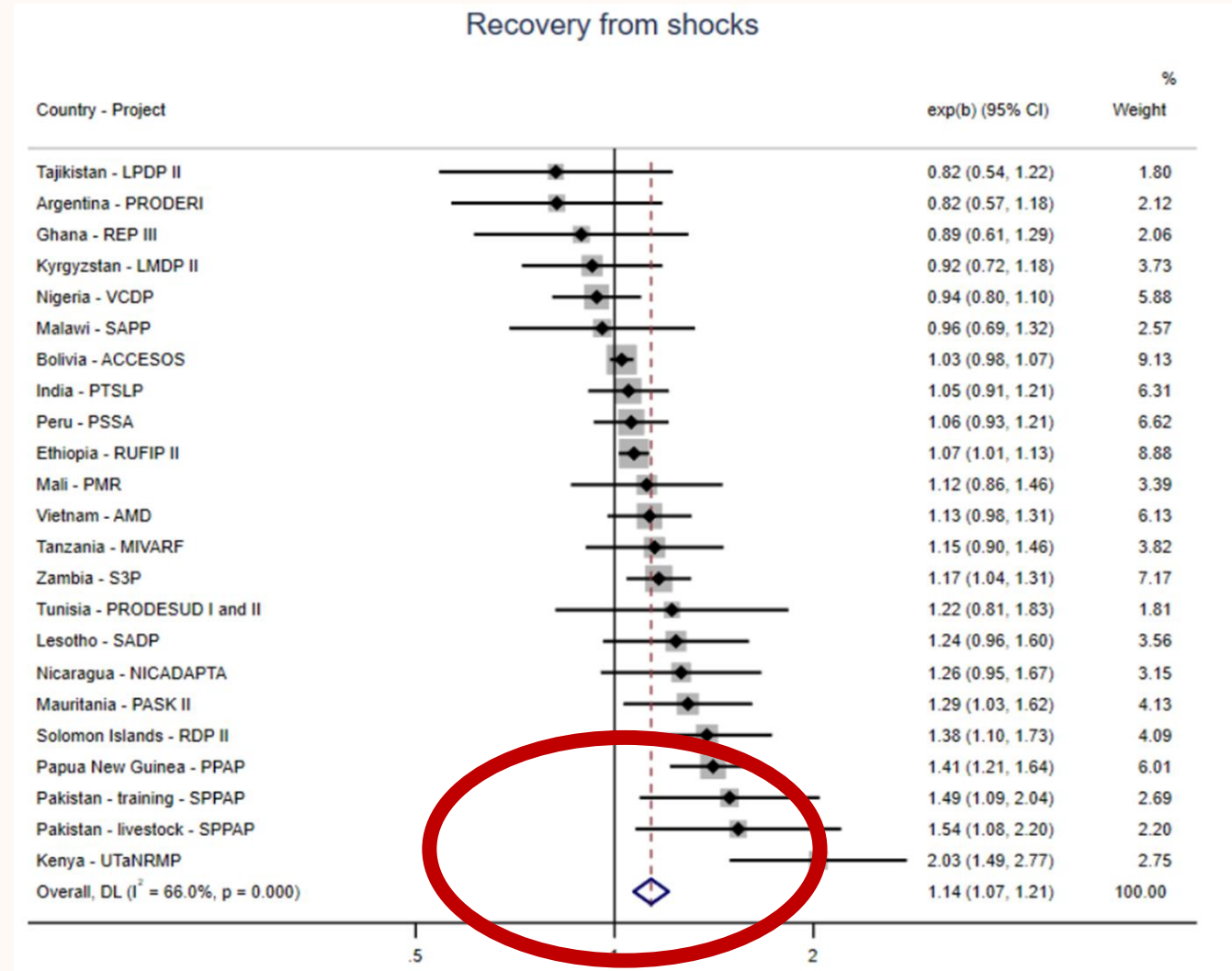
IFAD beneficiaries
had **23% higher**
income than the
comparison group



IFAD'S EVIDENCE ON ATR – INFORMED IFAD REPLENISHMENT DISCUSSION AND SUSTAINABLE BONDS.

Strategic Objective
Ability to recover from shocks

Average Effect Size
14%





I.d. The Timeline.

START: READINESS

Strategic alignment and system readiness

- Policy alignment
- Baseline and data architecture
- Measurement system and capacity setup
- Institutional readiness

01

MTS implementation begins

- Updating policy, programme, and delivery readiness
- Setting up impact measurement system

02

Preparation for the PoW 2028–2029

- Refining results framework
- Aligning indicators and targets
- Strengthening data systems

03

UNEP-wide Impact Measurement begins

- Generating and analyzing evidence
- Tracking progress and results
- Continuous learning

04

MTS 2030–2033 preparation

- Using evidence to set priorities
- Strengthening planning and resource alignment

05

Reporting and strategic learning

- Reporting on results
- Resource allocation and adaptive management
- Strengthening donor confidence and transparency

END: CONTINUOUS USE

Strategic use of evidence

- Evidence-informed decisions and resource allocation
- Institutional learning
- Designing the next MTS cycle (2034+)

Impact evidence informs future programming, resource allocation and institutional learning.



Investing in Impact Measurement: Why? What?



Why Funding for Impact Measurement Matters

Rigorous measurement is the bridge between project activity and institutional credibility



Eliminates Over-claiming

Moves beyond "gross headcounts" to identify the **net impact specifically attributable to UNEP's intervention.**



Reduces Risk

Provides early detection of underperforming pathways, allowing for **adaptive management and resource optimization.**



Attracts Investment

Donor confidence relies on empirical proof. **Causal evidence justifies long-term investments.**

Trust is built on results, not
ANECDOTES.



What Funding Will Enable



Robust Impact Measurement



Improved Data Systems



Build Capacity



Generate Evidence



Mobilize Resources

**Budget
Required
for the First
18 Months**

Budget Category	Amount (USD)
Staffing	77,060
Consultants	120,000
Travel	90,000
Contractual Services	58,940
Equipment / Software Licenses	4,000
Grants & Contributions	250,000
Total excluding PSC	600,000
Programme Support Costs (13%)	78,000
Total including PSC	678,000



Thank you

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