

# Global Plastic Action Partnership (GPAP): Annual Review, FY 2021/2022

<b>Title:</b> Global Plastic Action Partnership (GPAP)		
<b>Programme Value £ (full life):</b> £14,000,000	<b>Review date:</b> June 2022	
<b>Programme Code:</b> BPFGPAP	<b>Start date:</b> June 2022	<b>End date:</b> September 2022

## Summary of Programme Performance

Year	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
Overall Output Score	A				
Risk Rating	Med				

DevTracker Link to Business Case:	<a href="https://devflow.northeurope.cloudapp.azure.com/files/documents/GPAP_businesscase_redacted-20221125101140.pdf">https://devflow.northeurope.cloudapp.azure.com/files/documents/GPAP_businesscase_redacted-20221125101140.pdf</a>
DevTracker Link to results framework:	TBC

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## Abbreviations

<b>Acronym</b>	<b>Spelled out</b>
BC	Business case
BPF	Blue Planet Fund
Defra	Department for Environment, Food and Rural Affairs
EMF	Ellen MacArthur Foundation
FY	Financial Year
GPAP	Global Plastic Action Partnership
Logframe	Logical Framework
NAM	National Assessment and Monitoring
NPAP	National Plastic Action Partnership
OCP	Ocean Country Partnership Programme
ODA	Official Development Assistance
PMO	Project Management Office
STEP	Systems Toolkit to End Plastic Pollution
ToC	Theory of Change
UK	United Kingdom
UNEP	United Nations Environment Programme
VfM	Value for Money
WEF	World Economic Forum
WRAP	Waste and Resources Action Programme
WWF	World Wide Fund for Nature

## Section A: Programme Summary/ Overview

### *A1. Programme Description*

The Global Plastic Action Partnership (GPAP) brings together governments, businesses, and civil society in countries committing to tackling plastic pollution, to support meaningful and tangible action. GPAP operates globally through partnerships that bring the GPAP model to priority Official Development Assistance (ODA)-eligible countries. Through key activities in convening, building roadmaps, and identifying financing solutions, GPAP aims to foster a collaborative approach to reducing plastic pollution, and ultimately improve the environment and the quality of life for people and communities impacted by plastic pollution.

Defra has co-funded the programme since its inception in 2018, alongside the Government of Canada and private sector partners Coca Cola, Nestlé, Dow and PepsiCo. With support from the UK, the World Economic Forum (WEF) has enabled GPAP to establish a complex multistakeholder platform with active engagements and in-country partnerships in Indonesia, Ghana, Vietnam, Nigeria, Pakistan and Maharashtra. GPAP's work is guided by three strategic pillars:

- Convening communities and curating conversations
- Generating new insights and action roadmaps
- Catalysing coordinated action to scale solutions

Deliverables for GPAP during this period can be found in *section B1.3*, with activities spanning partnership development and/or launches, development of modular tools to support partners to tackle plastic pollution, inclusion and engagement of the informal waste sector, and support to innovators developing solutions. Defra requested that GPAP work with the Waste and Resources Action Programme (WRAP) as a complementary delivery partner to accelerate progress towards shared objectives.

In Financial Year (FY) 2021/2022, funding for GPAP came through the UK's Blue Planet Fund. Total funding for this year was £4 million, which comprised an initial £2.5 million followed by a £1.5 million uplift. This uplift was awarded as ringfenced ODA budget and GPAP had the capacity to scale up its objectives.

### *A2. Supporting Narrative*

GPAP have successfully delivered £4 million of Blue Planet Fund (BPF) this reporting year (FY 2021/2022: aligned with the launch of the BPF). Highlights include:

- The launch of 2 further full partnerships in Nigeria and Pakistan, in addition to 3 existing partnerships in Indonesia, Ghana and Vietnam;
- The development of a National Assessment and Modelling (NAM) tool to support partners measure and monitor plastic pollution;
- Informing 7 policies and/or plans to address plastic pollution, including adopting learnings from Ghana's National Plastic Action Partnership (NPAP) to influence Kenya's first marine action plan;

- Continued roll out of innovation challenges through GPAP's Global Plastic Innovation Network, which creates opportunities for high-potential innovators to connect with those who can invest in and help scale their innovations. This network represents ideas and solutions across five focus areas: alternative materials and product design, ecosystem data and transparency, waste management and recovery, engaging society, and waste prevention;
- The Vietnam NPAP's behaviour awareness campaign has reached over 820,000 people, including direct engagement with the media content<sup>1</sup>;
- Further support to the informal waste sector in Nigeria and Maharashtra – most of whom were women – including established safer waste collection zones, health care access and formal government recognition;
- The first in-person Steering Board meeting at the WEF Head Quarters in Geneva, Switzerland. The UK was in attendance.

The programme score for FY 2021/2022 is *A – met expectations*. This has been assessed through output scoring (please refer to *sections B2, B3, C* for details). Programme outcomes have not been included in the score, but it is worth noting that all three outcome targets were exceeded and have been discussed in this review. Theories of Change for both the UK's input into GPAP and the GPAP programme itself are set out in *sections B2.1* and *B2.2* respectively. We recommend that this programme continues to be funded as proposed in the 5-year business case.

### *A3. Lessons learnt and recommendations*

#### **Lessons learnt**

- The budget as determined at the outset was adapted throughout the reporting period to respond to changes in demand and costs. Where budget was overspent, this was often due to consultancy estimates being higher than estimated. This has knock-on implications for other budgeted items and is detailed in *Annex 1*. To manage this moving forward, we recommend including budget reviews within the structure of the progress meeting and raising issues early to allow time for exploration of alternative options.
- The business case included a core focus on the Systems Toolkit End Plastic Pollution (STEP) platform to develop a digital offering for GPAP partners looking for a lighter-touch approach to tackling plastic pollution. During this reporting period, focus was diverted from the development of this platform because of increased demand for support to existing NPAPs through the GPAP Playbook and the development of the NAM tool. This has indicated the importance of investing in and nurturing the existing partnerships, which will be increasingly important as the NPAPs learn from one another (see *recommendation 5*).

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<sup>1</sup> These campaigns revealed the need for more capacity building for the NPAPs on measuring awareness and behaviour change. GPAP are working on the methodology and monitoring of campaigns with the NPAPs going forwards.

- Maintaining traction in Nigeria was difficult during the Cabinet reshuffle. This delayed formalising the NPAP in Nigeria, with subsequent delays to progress. When considering current or future partnerships undergoing political transition, we should assess estimated timelines and agree whether engagement should wait. If it should not wait, we recommend maintaining momentum through the multi-sector stakeholder networks, UK and Canada Post, and relevant national government stakeholders where appropriate.

## Recommendations

1. Although ongoing GPAP work is supporting partners' transitions to circular economies, these activities and their outputs have identified that systems-change also requires support to, and representation of, the informal sector. We recommend further developing the informal sector component of this work and valuing the crucial contributions of informal workers in waste management. We recommend the consideration of the informal sector and its representation at each stage of the GPAP approach, ensuring that waste pickers and informal workers are included in decisions that will impact them. This may be through the continuation of targeted support, but equally through inclusion and participation in task forces, workshops and other activities.
2. Whilst GPAP exceeded all outcome targets for this FY (*sections B1, B2*), they are limited to assessing GPAP and the NPAPs' role as convenors and enablers. To take this to the next level, we would like to see more tangible downstream outcomes in implementation resulting from this support. The national roadmaps based on GPAP's impact areas are excellent in setting out what needs to be done and how, but to understand progress towards achieving the programme's environmental and social impacts it would be good to see the action catalysed in practice. This will require conversations between Defra and GPAP to identify the methodologies and resource to enable measurement of such outcomes.
3. To optimise efficiency in delivery and synergies across UK and global plastic pollution programming, we propose formalising areas of join-up between GPAP and the UK's Ocean Country Partnership Programme (OCP). This will require support from the UK programming teams.
4. We recommend that innovative monitoring techniques are explored for the NPAPs to complement the comprehensive baseline analyses and assist with the monitoring of waste management and plastic pollution. For example, the use of satellite data.
5. GPAP should look to improve NPAP to NPAP collaboration to optimise communication between the partnerships and propagate ideas, learnings and connections across the GPAP network.
6. The GPAP Steering Board should continue to consider how to represent the GPAP partnerships at the strategic, global level. We appreciate that sensitive issues such as

budget and prioritisation is discussed at the Steering Board, but equally we would like to explore how to optimise transparency and inclusivity through strategic governance

## Section B: Progress review

### *B1.1 Summary*

This Annual Review marks the end of the first year of investment into GPAP through the Blue Planet Fund (although funded through Defra Marine ODA since 2018). A 5-year business case was written for the programme of work under the BPF (signed off May 2021), with a new logical framework (logframe) and ambitious deliverables agreed.

The pathways to achieving outcomes and impact are detailed in Theories of Change (ToC) in *section B2*. The first ToC (*B1.2.1*) describes how the UK's inputs - including financial, strategic and high-level advocate support – lead to assisting GPAP to deliver their outputs, outcomes and impacts, which are described in the second ToC (*B1.2.2*). These Theories of Change feed into the overarching Blue Planet Fund Toc (*Annex 3*) which was developed at the outset of fund design and identifies tackling marine pollution as one four primary thematic outcomes. As described in *section B2*, GPAP are delivering on these pathways to meet expected output and outcome targets for this review period. This allows confidence that the impacts to be realised in the long-term are on track, and that GPAP will offer VfM as the value of these benefits is expected to outweigh the initial investment.

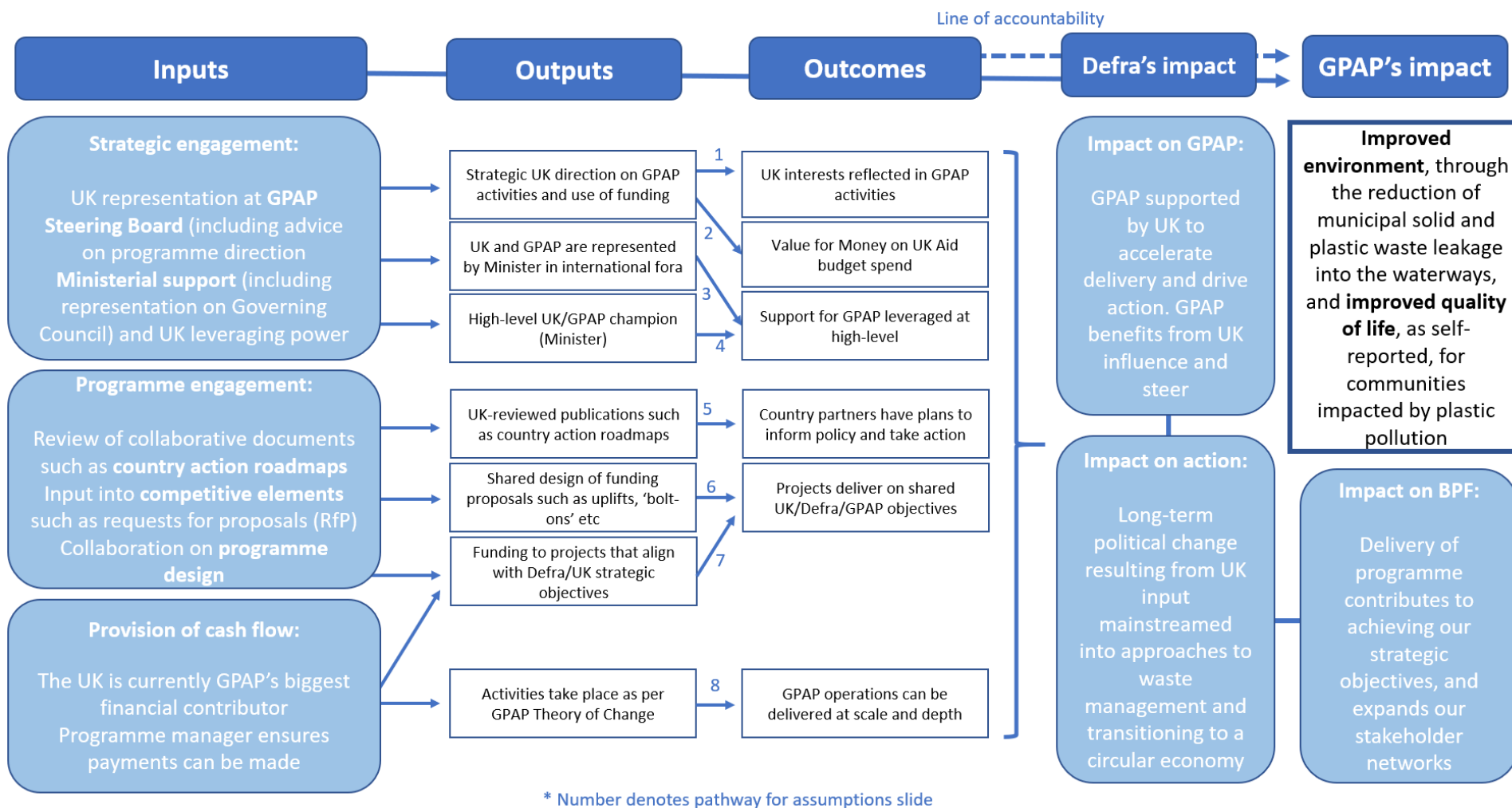
GPAP successfully spent the allocation of £4 million. To deliver on its priority outputs and respond to demand from partners, the budget breakdown was amended (*Annex 1*) to accommodate demand from partner countries. New NPAPs were allocated more budget than planned as GPAP received a growing interest from different countries to develop partnerships, which resulted in increased engagement and outreach. More money was spent on the development of the modular tools as this output was increasingly prioritised in response to demand. In addition, final costs from delivery partners SYSTEMIQ for the development of the NAM tool were higher than initially budgeted, which will be noted in the *lessons learnt* section to ensure we are maximising Value for Money (VfM).

As we move into the next reporting year, the UK has a continued role to play in progressing these programme outcomes, as shown in the ToC (*section B1.2.1*). GPAP is at a point of rapid expansion and will need to attract additional public and private finance in order to meet its ambitious target of engaging 25 countries by the year 2025. We will be working with senior advocates for the programme, including UK Ministers, to call donors to action across the public and private sectors.

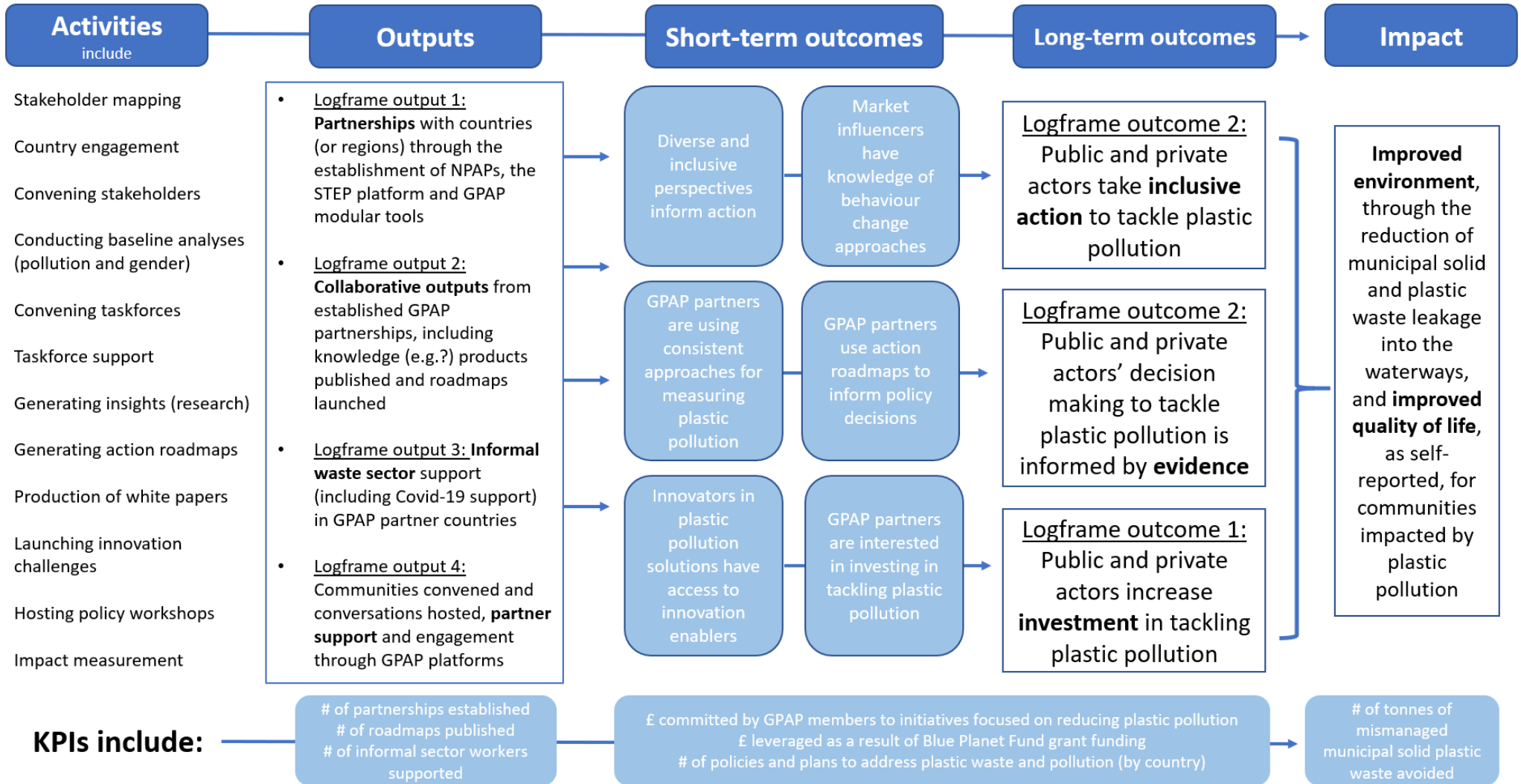
## B1.2 Theories of Change

### 1. Blue Planet Fund (UK) input into Global Plastic Action Partnership: Theory of Change

[Assumptions, risks and mitigations located in Annex 2]



## 2. Global Plastic Action Partnership (operational level): Theory of Change



### 3. Key insights into progress through outcomes and outputs (Y1)

Level	Indicator		Baseline	Mar-22	Scoring	Example associated activities
Outcome 1	£ committed by GPAP members to initiatives focused on reducing plastic pollution (disaggregated by three key funding mechanisms*)	Planned	905,945	147,051,940	N/A	Financial commitments from partners to projects launched through NPAP collaborations, projects enabled by GPAP
		Achieved		162,200,000		
Outcome 1	£ leveraged as a result of Blue Planet Fund grant funding	Planned	0%	30%	N/A	UK input into strategic direction and programme engagement. High-level representation by Minister(s)
		Achieved		39% (£1.575m)		
Outcome 2	# of policies and plans to address plastic waste and pollution influenced by GPAP members in partner countries (disaggregated by countries)	Planned	0	3	N/A	GPAP baseline assessment deployment and scenario modelling tools, support to partnerships
		Achieved		7		
Output 1	# of partnerships* established	Planned	3	7	A	Country and partner engagement, launching new partnerships
		Achieved		7		
Output 2	# of partner countries or governments measuring plastic pollution (disaggregated by use of GPAP baseline tool or other)	Planned	3	3	A	GPAP baseline assessment deployment and scenario modelling tools, STEP platform, modular tools
		Achieved		3		
Output 2	# of roadmaps published (disaggregated by impact area and country)	Planned	3	6	A	Impact area engagement support, strategic support
		Achieved		7		
Output 2	# of knowledge products published (disaggregated by focus and target audience)	Planned	1	5	A	Impact area engagement support, strategic support
		Achieved		5		
Output 3	# of people in the informal waste sector supported by GPAP projects and activities (disaggregated by gender and geography)	Planned	8,800	11,300	B	Provide direct support to waste pickers through local partners, informal sector trade associations and others
		Achieved		11,035		
Output 4	# of innovators* reporting benefits* through interaction with GPAP's platform	Planned	12	18	A+	Re-use hub and innovation challenges
		Achieved		20		
Output 4	% of GPAP partners* who are women* and/or from traditionally marginalised groups* (disaggregated by women and marginalised groups)	Planned	40	42	A+	Engagement of global gender advisor, mainstreaming gender considerations in partnership activities
		Achieved		46		

Table i: Overview of programme outputs, outcomes and activities with respect to FY 2021/2022

## *B2. Assessment of whether programme is on track*

Within the last year, GPAP has balanced transitioning back to more ‘in-person’ engagement with some ongoing remote working with residual uncertainties due to the pandemic. For example, the Ghana Action Roadmap launch in Accra in December 2021 was made hybrid at short notice in response to the emergence of the Omicron variant, with only officials based in Ghana in physical attendance. GPAP have recognised the need to account for the impacts of Covid-19 through its programming and has used UK funding to support thousands of waste pickers in GPAP partner countries to continue to operate safely during the pandemic.

The output assessment (*section C*) provides quantitative scores to reflect whether the programme is on track based on key outputs agreed between Defra and WEF at the outset. 3 of the 4 outputs met or exceeded expectations across their indicators:

- The number of partnerships established met its accumulative target of 7. In addition to its existing partnerships in Indonesia, Ghana and Vietnam, GPAP formalised collaborations with Nigeria, Pakistan, South Africa and Mexico City.
- Collaborative outputs from these partnerships met expectations through number of partners measuring their plastic pollution, roadmaps published and knowledge products published.
- Partner engagement exceeded expectations, notably through the number of GPAP partners who are women and/or from marginalised groups.

The output that narrowly did not meet expectation was the number of informal workers supported by GPAP projects and activities. This is explored in *section C*.

We also measure progress towards outcomes across the programme: finance mobilised, and improved data-drive decision making in tackling plastic pollution. All outcomes were met during this reporting period and are included in *table i* above. Notably:

- The UK was able to mobilise a further 39% (£1.575 million) with its £4 million investment, exceeding our 30% target.<sup>2</sup>
- The number of policies and plans created to address plastic waste and pollution in GPAP partner countries exceeded its target of 3. These policies include 3 in Vietnam, 1 in Indonesia, 1 in Ghana, 1 global and 1 in Kenya, which draws on lessons learnt in Ghana to support Kenya’s Marine Action Plan.

Impacts will be measured at the mid-way point (FY 23/24) and the end-point (FY 25/26) to reflect the timescale over which impacts are realised.

Based on the evidence summarised in *table i* and *section B2*, we are confident that the commitments made by GPAP are on track for delivery. We can therefore conclude that the expected impacts (i.e. improved environment and improved quality of life for communities impacted by pollution) will be realised.

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<sup>2</sup> Estimated from partners citing Defra’s engagement when (re)committing their funding.

### *B3. Recommendation on whether programme should continue*

Based on the outcome results (*sections B1,B2*) and the output scoring (*sections B1, C*), there is sufficient evidence that the programme represents good VfM. All 3 outcome indicator targets were substantially exceeded, despite the shortened delivery window due to delays in producing the grant agreement at the outset. One such outcome indicator is the £ leveraged by this investment (i.e. how much further funding to GPAP did our grant mobilise?). This is a key indicator for the BPF more broadly, and clearly demonstrates the influence our funding has had in Y1 of the Blue Planet Fund in operation. This also provides us with an opportunity to aggregate results and assess performance of the BPF as a whole.

As the outcome targets were exceeded, we recommend that Defra and GPAP revisit the logframe with respect to outcomes and review whether the targets are ambitious enough.

All output indicators were either met or exceeded, except for *number of informal sector workers supported*, which was narrowly missed. As mentioned, (*section A3*) we have a growing interest in supporting and valuing the informal waste sector, we are looking to take this piece of work forwards with GPAP as a separate, focused component of the programme. Learnings from this year will help us design this component, and agree measures that allow us to illustrate its impact.

Defra recommends that this programme should continue.

## Section C: Output assessment

The output indicators detailed in *table i* have been extracted from the GPAP-Defra logframe, which was developed at the outset of the five-year programme between Defra and WEF colleagues. The outputs have been scored in the table according to whether their quantitative targets were met in FY 2021/2022.

<b>Output Title</b>	Partnering with countries (or regions) through the establishment of National Plastic Action Partnerships (NPAPs), the STEP platform and GPAP modular tools to take action on plastic pollution and assemble stakeholders to catalyse the transition to a circular economy		
Output number:	1	Output Score:	A
Impact weighting (%):	20	Weighting revised since last AR?	N/A

Indicator(s)		Baseline	Target	Actual
1.1	# of partnerships established	3	7	7

This output summarises the fundamentals of what GPAP does: creating inclusive multi-stakeholder platforms with partner countries to enable the environment for collaborative action on plastic pollution. There was discussion when designing indicator 1 whether this would be more appropriate as an activity over an output. However, we see the activities as the building blocks to creating the partnerships (e.g. country and government engagement, consultations, design workshops, stakeholder mapping etc) and the output to be an active partnership on tackling plastic pollution.

The nature of this output has evolved since GPAP was established in 2018. Originally the default GPAP model focused on creating in-depth, on-the-ground NPAPs with each partner, which was the case for three pilot countries Indonesia, Ghana and Vietnam. Within the timescale covered by this review, GPAP have responded to partners' individual needs by tailoring their support offer to include a range of intervention including the full NPAPs, lighter-touch digital assistance, and GPAP modular tools. 'Partnerships' in this instance refers to any formal engagement of support, with reference to the mechanisms listed here.

As per the logframe, the term *GPAP partners* encompasses all formal country-, regional- or city-level GPAP engagements. These may include through the establishment of National Plastic Action Partnerships (NPAPs), engagement with the STEP platform, or engagement with GPAP's modular tools. In FY 2021/2022, GPAP had a cumulative target to have created 7 partnerships, including the 3 established prior to this reporting year (Indonesia, Ghana and Vietnam). The number of formal partnerships created in this year was 2 (Pakistan and Nigeria), and contracts were put in place in South Africa (for a trade study) and Mexico City (laying the groundwork for a partnership) bringing the cumulative total to 7 and scoring A – *output met expectation*.

<b>Output Title</b>	Developing collaborative outputs from established GPAP partnerships		
Output number:	2	Output Score:	A
Impact weighting (%):	30	Weighting revised since last AR?	N/A

Indicator(s)		Baseline	Target	Actual
2.1	<i># of partner countries or governments measuring plastic pollution (disaggregated by use of GPAP baseline tool or other)</i>	3	3	3
2.2	<i># of roadmaps published (disaggregated by impact area and country)</i>	3	6	7
2.3	<i># of knowledge products published (disaggregated by focus and target audience)</i>	1	5	5

NPAP Vietnam Manager, Ha Trinh Thai, explains how this output contributes to GPAP's aims: "The baseline modelling, roadmap report, and NPAP studies are continually referenced as valuable materials. Donors and private investors use them for guiding strategic investments, government agencies cite the work in developing a National Circular Economy roadmap, and International Organisations are incorporating recommendations from the roadmap in their programming."<sup>3</sup>

These products are developed within the local structure of the partnerships, utilising GPAP tools and guidance to create country-led insights and plans to address plastic pollution. The first step is often baselining the state of play with regards to plastic pollution in-country, which is conducted through deployment of GPAP's baseline analysis tool. This tool is continually reviewed and updated to offer the best possible information on levels of plastic pollution impacting partner countries.

From these insights, partnerships publish an evidence-based action roadmap outlining recommendations to help achieve the country's plastic pollution targets. Taskforces are then assembled to catalyse action under the six impact areas: policy, financing, behaviour, innovation, metrics, and inclusivity.

Indicator 2.1 did not expect any quantitative progress this year, and therefore this output indicator target was met. This is because GPAP's focus was on developing a National Assessment and Modelling Tool that can scale analyses quicker. Global experts have been selected and trained to run these analyses in the coming year.

Indicator 2.2 slightly exceeded its target of 6 cumulative action roadmaps, with 7 published in total by the end of the FY. The roadmaps published during this time were:

- Indonesia Metrics Roadmap (9 contributors, 3 women)
- Indonesia Behaviour Change Roadmap (28 contributors, 19 women)
- Ghana Action Roadmap

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<sup>3</sup> Quote from GPAP Annual Report FY21/22

- Ghana Financing Roadmap

NPAP Ghana Manager, Kwame Asamoah Mensa-Yawson, explains how action roadmaps are being used by a range of actors to inform policy decisions: “The National Action Roadmap has set the tone for understanding the scale of the problem and the interventions needed to address it. We’ve had members referencing statistics and data from the roadmap. It’s enabled actors in the plastic action space to understand the in-country priorities for transitioning to a circular economy. This has provided these actors with an opportunity to reflect on the priorities and the role they can play in tackling plastic pollution in Ghana.”<sup>4</sup>

Indicator 2.3 met expectation, with 5 cumulative knowledge products published. The products published during this time were:

- Ghana Gender Analysis of the Plastics Sector
- Ensuring Gender-Responsive Action in Ghana
- Trade and the Circular Economy Case Study (informing policy in Ghana)
- Toolkit for Investment (unlocking financing for a global audience)

Each of these indicator targets were either met or moderately exceeded, scoring an A on average – *outputs met expectation*.

Output Title	Supporting the informal waste sector (including Covid-19 support) in GPAP partner countries		
Output number:	3	Output Score:	B
Impact weighting (%):	30	Weighting revised since last AR?	N/A

Indicator(s)		Baseline	Target	Actual
3.1	# of people in the informal waste sector supported by GPAP projects and activities (disaggregated by gender and geography)	8,800	13,300	13,035

GPAP recognises the invaluable contributions that informal workers make to the waste management sector and to addressing plastic pollution. During the Covid-19 pandemic, the UK and GPAP responded to this unprecedented challenge by recognising the social, economic and health impacts on waste pickers, and funded thousands of personal safety packages to those vulnerable to these impacts. In FY 2020/2021, GPAP reached 8,800 informal waste workers. During a Defra-led visit to Ghana in August 2022, we heard directly from WIEGO that without our direct contribution, the lives of many informal workers would have been lost.

We have continued work with the informal sector into FY 2021/2022, recognising the need for a just transition to a circular economy. Defra was involved in the Request for Proposals (RfP) process, delivering on pathways 1, 2 and 7 within the Blue Planet Fund into GPAP ToC (page 6 of this report). Working closely with GPAP colleagues we assessed 14 pre-selected

<sup>4</sup> Quote from GPAP Annual Report FY21/22

proposals, and awarded funding to 3 proposals to carry out crucial engagement and support for waste pickers in Nigeria and Maharashtra; two of the newest GPAP partnerships. The case study below explores this further.

**Case study: Supporting informal economy workers during COVID-19**

**Context:** Over the past year, Covid-19 continued to ravage communities across the planet and informal waste collectors faced particularly hazardous conditions due to lockdowns, dangerous working conditions, and inflation.

**Action:** Building on our prior waste picker support, GPAP collaborated with three local organisations in Nigeria and Maharashtra, India to deliver critical training and capacity building, personal hygiene products, and sustainable tools for waste pickers.

**Result:** Over 2,200 people, 1890 of whom were women, received immediate support to make it through the pandemic along with longer-term solutions including established safer waste collection zones, health care access, and formal government recognition.

David Rogers, Head of International Development at the Waste and Resources Action Programme (WRAP): “As we work more in the Global South our programmes bring us closer to issues around informal workers and supply chains. Through the link to GPAP we able to work with the informal sector and supply chain with the confidence that there is a way to do that and make sure everyone’s being protected, respected, and well looked after. Changes to business will ultimately consider inclusivity and gender responsiveness.”

This output fell slightly short of the 11,300 target for this period, with 11,035 informal workers supported – *output moderately did not meet expectation*. Although this was a narrow miss, the output weighting is significant (30%) and will form a greater contribution to the final score.

<b>Output Title</b>	Engaging and supporting partners through GPAP platforms		
Output number:	4	Output Score:	A+
Impact weighting (%):	20	Weighting revised since last AR?	N/A

Indicator(s)		Baseline	Target	Actual
4.1	# of innovators* reporting benefits* through interaction with GPAP's platform	12	18	20
4.2	% of GPAP partners* who are women* and/or from traditionally marginalised groups* (disaggregated by women and marginalised groups)	40	42	46

To discover innovators around the world, GPAP collaborated with UpLink<sup>5</sup> to launch the Global Plastic Innovation Network, aiming to build a community of pioneers working to eradicate plastic waste. This network allows them to connect the innovators that have the best, scalable ideas to decision-makers and potential investors. As described by one member:

“The UpLink platform allowed us to share our story. When we told people about our involvement in the innovation challenge, and the merit-based process that underpinned our selection, it created credibility and further opportunity for us to scale.”<sup>6</sup>

The past 12 months has seen significant progress in promoting inclusivity and gender responsiveness across GPAP and NPAP countries. In this reporting period, 33 multi-stakeholder events were held with a variety of participants and for a range of purposes. Nine events were held in Ghana, eight in Indonesia, and seven in Vietnam with an additional seven events hosted by GPAP and involving a global audience. Across these events, there were 2916 attendances, 49% (or 1416) of which identify as women. Steering Boards and expert groups are comprised of 46% membership identifying as women with 7 formal governance structures having equitable women representation. The co-design of tools and reports and appointments of gender and social inclusion advisors in NPAPs and at GPAP has contributed greatly to products being more gender responsive.

With both indicators moderately exceeded, a score of A+ is awarded – *outputs moderately exceeded expectation*.

### Overall:

The average score across the outputs, taking impact weighting into account, is A – *met expectations*.

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<sup>5</sup> [UpLink](#) is the World Economic Forum’s Innovation platform

<sup>6</sup> Quote from GPAP Annual Report FY21/22

## Section D: Risks

Risks are logged, managed and reviewed by the programme manager. Risks are categorised as either 'delivery risks' (i.e. the risk is associated with operations and activities in which GPAP is involved) or 'management risks' (i.e. the risk is associated with processes that are managed by the Authority). **As the risk register of current risks is large, it will be included in Annex 5. Risks that arose and were mitigated to the point of closure in FY 2021/2022 will be presented in this section.**

Risk Description	Risk Category	Impact	Likelihood	RAG Status	Mitigating action(s), action completion dates and action owner(s)	Notes
Due to business case support teams missing deadlines, there is a <b>risk that subsequent approvals may be postponed</b> (which are generally static in calendars due to formal nature of the reviews, e.g. Red Team). This will result in pressure on other approvals teams to change their dates and likely cause delay to investment and delivery.	Management: People	Medium	High	12	1. Ensuring that teams are engaged with as early in the process as possible and expectations are outlined. 2. Following up engagement to offer support before and during the process. 3. Escalating to G7 if necessary.	Risk closed 09/07/2021
Due to a lengthy approvals process that was delayed due to uncertainty of ODA allocations, there is a <b>risk that GPAP and WRAP will not be able to start delivering until the agreement is signed</b> . This will result in either GPAP and WRAP delivering at risk, or more likely a compressed delivery window between June 21 and March 22 which may mean that not all of the money is spent. This will cause a pressure on next FY's budget.	Management: Delivery/ operational	Medium	High	12	1. Ensuring that colleagues at WEF and WRAP are kept informed on indicative timelines and progress that is being made. 2. Hosting a courtesy meeting with delivery partners and G6, who has a strong relationship with GPAP and WRAP. 3. Agreeing to deliver at risk	Risk closed 23/08/2021

<p>Due to a delay in finalising the commercial strategy and grant agreement, there is a <b>risk that the delivery partner will have to start delivery at risk and operate under uncertain financial conditions.</b></p> <p>This may result in strain on our relationship with the delivery partner and lack of legal recognition of delivery from a Defra-funded perspective. If the investment falls through, the delivery partner will have spent money they will not receive.</p>	Management: Delivery/ operational	Medium	High	12	<ol style="list-style-type: none"> <li>1. Continue to coordinate closely with commercial team to ensure that the grant agreement is progressing and that our support is being utilised.</li> <li>2. Ensure that both Defra and delivery partner are in written agreement of the risk of delivery without a grant agreement (saved on SP).</li> </ol>	<p>Escalated to G6.</p> <p>Risk closed 26/11/2021</p>
<p>Due to approval for the £1.5 million uplift needing to be routed through the Investment Committee in December, there is a <b>risk that approval of the additional budget will be denied or postponed</b>, despite public Ministerial confirmation. This will result in reputational damage (i.e. not delivering on what we've committed to) or condensed delivery and payment timeframes, adding pressures to the delivery and programme management teams.</p>	Management: People	High	Medium	12	<ol style="list-style-type: none"> <li>1. The uplift does not need to be formally submitted with a booked attendance slot, but can be submitted as two-pager for AOB at any meeting.</li> <li>2. Paper has been drafted for imminent clearance and submission to the IC.</li> <li>3. Any decisions from the IC as a result of this submission will be considered and responded to accordingly, and any next steps taken from this.</li> </ol>	<p>Risk closed 28/02/2022</p>
<p>Due to the delay to signing the Defra-GPAP grant agreement, there is a risk that the WRAP team have reduced capacity to deliver within the reduced timeframe. This will result in delivery of outcomes falling behind.</p>	Delivery: Operational	High	Medium	12		<p>Risk closed 02/03/2022</p>

Due to a delayed introduction of this programme to the JMB, there is a <b>risk that feedback from JMB members will not be reflected in the programme design</b> as we move towards the delivery phase. This may result in (depending on how critical the feedback is) a delay to investment as time will be needed to respond to and clear feedback. It could also cause some tension with the JMB if they feel they haven't been sufficiently sighted.	Management: Delivery/ people	Low	Low	4	<p>1. Ensuring that the JMB is aware of the programme even if it has not been fully presented to them and asking for feedback by correspondence.</p> <p>2. JMB are not required to clear the business case, so any feedback will be purely informative.</p> <p>3. Initial BPF projects may be subject to understanding on behalf of the JMB that there is a business need to start investments as soon as possible.</p>	Risk closed 02/03/2022
Due to reduced commercial resourcing, there's a <b>risk that the change control notice we submitted in January will not be actioned in time for GPAP to sufficiently deliver</b> . This could result in GPAP not being able to deliver on the reallocated funding and generate an unanticipated underspend.	Management: People	High	Medium	12	<p>1. Working with commercial to facilitate this process.</p> <p>2. Provide WEF with an email of reassurance to allow them to deliver at risk.</p>	Risk closed 02/03/2022
Due to the Nigerian Minister for the Environment moving to a new role as Minister for Agriculture, there is currently no Minister for the Environment, there is a <b>risk that awaiting a new Minister will push back the launch of the Nigerian NPAP</b> . This will result in delayed/ reduced delivery on the Nigerian NPAP, not meeting agreed outcomes.	Delivery: External context, operational	Medium	High	12	<p>1. GPAP are currently working with the Deputy Minister for the Environment, who is keen for the programme to progress in Nigeria.</p> <p>2. GPAP conversation with Minister Ikeazor at COP26 reaffirmed Nigeria's commitment to this programme and progress is being encouraged under the leadership of the interim Minister.</p>	Risk closed 31/03/2022

Table ii: Risks that arose and were mitigated in FY 2021/2022

Whilst the risks in *table ii* were mitigated and closed in FY 2021/2022, there remains several open risks as we move into FY 2022/2023. This full risk register can be found in *Annex 5*. The main risks centre on general delivery risks that have not specifically arisen through programme implementation, but are relevant for the mitigation of unexpected circumstances. Risks include:

- Covid-19 outbreaks impacting local/global delivery;
- Reduction in capacity of partner countries and host organisations to engage in the GPAP process;
- Reduction of political will to address plastic pollution (both UK and partner countries);
- Misperceptions of GPAP's aims and objectives will result in challenges in stakeholder engagement;
- GPAP and/or organisations that work with GPAP will commit fraud and reduce VfM.

## Section E: Programme Management

### *E1: Summary of Defra and delivery partner performance*

#### **Delivery partner performance**

##### Finance and reporting:

GPAP are very strong and compliant on reporting. The grant window during this reporting period was offset due to the late establishment of a grant agreement, so we agreed to report by phases of activities rather than by financial quarter. This made it harder to link reports to payments, which will be noted as an area of improvement. In addition to reporting on the Defra grant, GPAP publish an annual impact report and a mid-year donor update. Their expenditure is externally audited every year.

##### Communication:

GPAP colleagues are honest, transparent, and accessible. They honour our progress meetings and prioritise opportunities for dialogue and challenge, such as the Steering Board meetings. They communicate risks, but discussion of such tends to be deprioritised (alongside safeguarding) during progress meetings, if short on time.

##### Conduct and cooperation:

The GPAP team are a pleasure to work with. They are friendly, accommodating, professional, and passionate about their work. When Defra requires information from the delivery team, colleagues at GPAP are prompt to respond in full. They are always available for meetings, and gladly engage with the Blue Planet Fund mechanism more broadly. They continually demonstrate interest and willingness to work with Defra to improve strategic alignment, create efficiencies and collaborate on shared products, such as the GPAP/Defra logframe.

#### **Defra programme team performance**

Defra consulted the GPAP team for feedback regarding programme management.

- Colleagues are appreciative of the collaborative approach that the programme team takes to creating plans, logframes and budgets. They are especially keen that Defra continues to provide the same level of support that has already been demonstrated, particularly in partner government engagement and high-level advocacy of the programme.
- To ensure resilience in the support that Defra can offer in light of the BPF's growing portfolio, we will need to consider outreach and engagement (bullet above) alongside other programmes working in the same geographies to maximise efficiency. This will approach will be developed with support from the BPF's Programme Management Office (PMO) function.
- GPAP and Defra would like to continue to explore opportunities to join forces and create synergies within the wider BPF portfolio that go beyond our grant agreement. This will continue to strengthen our marine pollution ODA programming and maximise efficiencies in delivery.

### Joint areas for improvement

- Reporting and payment cycles: As we settle into the rhythm of delivering throughout a full reporting year (FY 22/23), we recommend keeping to a clockwork reporting cycle of: 3 months of delivery – operational and finance report – payment. These dates will be fixed so that the teams at GPAP and Defra will know when this is expected.
- Updates to the budget allocation: Where there are changes to the budget breakdown set out in the grant agreement, we should track these changes with rationale to support. This will ensure our budget can remain flexible and responsive to the landscape in which it is spent, but also that any changes are carefully considered and discussed.
- Risks and safeguarding: Although these are standing items on the agenda for our monthly progress meetings, they are frequently deprioritised in conversation due to time constraints. Meetings will be extended to accommodate this dialogue, or consistently followed up in writing.
- Shared files: File control is difficult across organisations as files are often shared by email, and therefore quickly become out of date. We will explore a secured, shared method of file continuity to ensure both Defra and WEF can access the same documents in real time. This will create efficiencies in reducing email enquiries and wait times.
- Stronger join-up with wider BPF programming: As several current and future pipeline countries are shared between GPAP and the UK's OCPP, we should be identifying core areas to join efforts and create efficiencies in delivery.
- To optimise our joint risk management approach, we suggest the consideration of residual risk post-mitigation within our risk matrices.

### *E2: Value for money overview*

Given the BPF has only invested in GPAP for one year, it is expected that successes associated with the Year 1 investment can only be presented at the output/output level rather than impact level. In the GPAP Business Case it was assumed that impacts (i.e. improved environmental outcomes and quality of life for communities impacted by pollution) from a reduction in reduced plastic could become observable 2 years after investment, with most benefits achieved within 7 years, and changes to the circular economy realised within 20 years. It was agreed with delivery partners that impact indicators would be reported on at the mid-point and end-point of the proposed investment lifetime (5 years).

Based on the evidence summarised in *table i* and *section B2*, we are confident that the commitments made by GPAP are on track for delivery. We can therefore conclude that the expected impacts (i.e. improved environment and improved quality of life for communities impacted by pollution) will be realised. The expected delivery of these impacts gives us

confidence that GPAP will offer VfM as the value of these benefits is expected to outweigh the initial investment.

The analysis included in the GPAP Business Case (2021) to indicate the VfM for investing in GPAP, was that a £12.5 million investment by Defra could result in £270 million to £330 million in benefits.<sup>7</sup> This was calculated based on the assumption that the investment could reduce mismanaged plastic waste by 7-9 million tonnes, and each tonne diverted from being mismanaged resulted in a monetised benefit of £40 – this figure is a conservative estimate. The £40 figure was calculated based on the following evidence:

- Global estimates of the cost per tonne of marine plastic waste: These are between £2,865 and £28,655 per tonne in terms of reduced marine natural capital.<sup>8</sup> However, these are highly uncertain and context dependent (i.e. where the biodiversity is greatest, where damage is harder to remediate, where damage is more costly etc).
- Revenue associated with recovered plastic: GPAP's focus is on building the circular economy, with the expectation is that many of these tonnes will end up recycled. The revenue gained per tonne of recovered plastic in the UK ranges from £50-£400<sup>9</sup>, depending on the mix.
- Carbon savings associated with reuse, recycle and reduction of plastic: There are uncertainties in this estimation, since the carbon implications depend on the method of waste disposal, the baseline and the alternatives which are used.

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<sup>7</sup> Including only the ecosystem service benefits – note: this figure is not including the mobilised finance

<sup>8</sup> Beaumont et al (2019) Global ecological, social and economic impacts of marine plastic. Marine Pollution Bulletin 142: 189-195 have roughly estimated that the cost of plastic pollution could be between £2,865 and £28,655 per tonne in terms of reduced marine natural capital.

<sup>9</sup> <https://wrap.org.uk/content/plastic>

## Annex 1: How the budget was spent

The budget breakdown for both the core grant (£2.5m) and the uplift (£1.5m) was largely split across the following activities:

- **Launch new NPAPs:** consultancy and partner support to the establishment and launch of new NPAPs;
- **Support new NPAPs:** enabling NPAP operations through sub-grant agreements to local partner organisation;
- **Support existing NPAPs:** consultancy and partners on the ground to further support the development and progress of the initial three NPAPs;
- **STEP Development:** Development of STEP digital platform by IT firms and content development of STEP modules;
- **Informal Sector support:** Direct support to waste pickers through local partners, informal sector trade associations etc. Underspend from FY20/21 for similar activities accounted for within this budget;
- **WRAP partnership:** In partnership with WRAP, GPAP will focus on launch of new NPAPs, Co-develop the STEP content, Pilot STEP in selected countries with WRAP, support the Ghana NPAP and curate a library of options for GPAP's modular support for other partner countries outside the NPAP ecosystem;
- **Innovation Hub creation:** Initial build out of an innovation / re-use platform to be developed with partners like the World Wide Fund for Nature (WWF), United Nations Environment Programme (UNEP) and the Ellen MacArthur Foundation (EMF) to connect and promote innovation upstream exploring new business models that support the circular economy for plastics;
- **STEP and GPAP modular support deployment:** NPAP tools that can support partners engaging in non-NPAP / STEP countries;
- **Impact Area engagement support:** Consultancy to support impact-area focused knowledge curation, research analysis and outputs currently in process to support the NPAPs;
- **Communications, impact measurement and strategic support:** Consulting support for the delivery of various communications tools, including impact reports, data gathering, and monitoring and evaluation;
- **Gender strategy support:** via a global gender advisor working with the partnerships. Outputs will include analysis, reports, workshops and engagement;
- **GPAP Secretariat:** GPAP Secretariat includes staff members covering areas such as NPAP support and NPAP strategic engagement, GPAP/NPAP knowledge management, GPAP/NPAP operations, stakeholder engagement, communications and governance. The majority of the secretariat's time is focused on delivering support to the NPAPs and STEP to enable those efforts and drive impact on the ground.

*Table iii* below summarises how the budget was allocated at the outset of the core grant (August 2021) and the uplift (January 2022), and how the final spend was distributed.

Activity	Core budget	Uplift budget	Total budget	Total spent	On budget? <sup>10</sup>
Support new NPAPs	£400,000	£100,000	£500,000	£708,990.75	Above
Support current NPAPs	£200,000	£300,000	£500,000	£569,598.01	Slightly above
STEP development	£200,000	£0	£200,000	£86,331.00	Below
Informal sector support	£350,000	£168,000	£518,000	£333,000.00	On budget <sup>11</sup>
WRAP partnership	£225,000	£75,000	£300,000	£225,000.00	Below
Innovation	£100,000	£240,000	£340,000	£300,259.55	On budget
Modular tools and impact	£275,000	£150,000	£425,000	£548,053.20	Above
Comms & strategic support	£50,000	£145,000	£195,000	£221,354.92	Slightly above
Gender strategy		£50,000	£50,000	£30,644.03	Slightly below
GPAP Secretariat	£536,445	£176,000	£712,445	£696,768.54	On budget
Forum overhead (7%)	£163,555	£96,000	£259,555	£280,000.00 <sup>12</sup>	On budget
	£2,500,000	£1,500,000	£4,000,000	£4,000,000.00	

Table iii: Budget assigned vs budget spent

### Budget reallocations

During the grant period, budgets were moved to respond to demand from partner countries. This is detailed in *section B2* below.

<sup>10</sup> 'On budget' has been met when spend was within +/- 10% of allocation. 'Slightly above/below budget' has been met when spend was between +/- 10% - 25% of allocation.

<sup>11</sup> Discrepancy due to setting aside budget to compensate for previous FY slippage. When advised this was no longer necessary, the budget was reallocated to another activity.

<sup>12</sup> Although spend was higher than forecast, this spend exactly matches the 7% overhead requirements.

## Annex 2: GPAP Theory of Change assumptions, risks and mitigations

Pathway	Assumptions	Risks	Mitigation
Overarching	The outcomes we have outlined are achievable in the timeframe.	We do not achieve these outcomes and achieve poor VfM.	Proper scoping of outcomes at the outset and keep them under review during the lifetime of the programme.
Overarching	The UK's input into GPAP integrates well with Canada's and corporate delivery partners'.	Disputes arise, slowing progress in achieving GPAP's aims.	Maintaining sustained dialogue with GPAP colleagues and consistent flow of two-way communication in Steering Boards and other fora. Being clear on priorities and promoting transparency in communication.
Overarching	Continued political will to implement action by in-country partners.	Country partners redirect resources to other priority areas, leading to reduced action and impact in tackling plastic pollution.	Close working with UK Post in High Commissions and embassies to demonstrate local support. Delegation visits from UK officials to maintain momentum and support work on the ground.
1	The UK remains a trusted advisor to GPAP through maintaining strong relationships and practising good programme management.	The UK offers uninformed or unpopular advice, leading to reduced confidence in UK's strategic direction.	Maintaining sustained dialogue with GPAP colleagues and consistent flow of two-way communication. Encouraging transparency in thinking.
2	UK steer will enable good Value for Money as investment will be focused on UK priorities.	See above.	See above.
3/4	UK Ministerial support and UK leveraging power will help mobilise further donor funding.	The UK Minister wishes to stop supporting GPAP, the UK Minister changes and new Minister is unsupportive.	Keeping the Minister briefed and supported on GPAP funding, activities and events and encouraging meaningful bilateral engagement with other ODA-donors. Demonstrating positive impact to the Minister.

5	UK comments and input to country plans are taken forward and action plans are adopted.	The UK offers uninformed or unpopular advice, leading to reduced confidence in UK's strategic direction. GPAP overestimates in-country capacity to adopt and implement action plans.	Inputs to action plans are part of a collective effort across UK policy teams, ensuring expertise is captured and comments sense-checked. Maintaining sustained dialogue with GPAP colleagues and consistent flow of two-way communication. Ensuring we receive regular updates on progress across countries.
6/7	GPAP and the UK share the necessary overarching values and objectives that support shared working.	One party will reject the ideas of the other, leading to disagreement and lack of strategic alignment.	Maintaining sustained dialogue with GPAP colleagues and consistent flow of two-way communication. Encouraging transparency in thinking. Theory of Change, annual reviews and evaluations to hold delivery accountable to shared understanding of UK's contribution to GPAP and track progress over time.
8	Funding to GPAP will be spent on what is agreed between both parties, governed by conditions set out in the grant agreement.	GPAP spend the money on other activities without Defra's agreement.	Fraud risk assessment in place to identify instances of fraudulent spend. Clauses in grant agreement set out accountability. Maintaining sustained dialogue with GPAP colleagues and consistent flow of two-way communication.

*Table iv: Assumptions, risks and mitigations associated with section B2.1 ToC*

## Annex 3: Blue Planet Fund Theory of Change

## Annex 4: Output scoring

Label	Score
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

*Table v: outputs scoring*

## Annex 5: Full risk register

Following on from *section D*, the following risks are open at the time of writing:

Risk Description	Risk Category	Impact	Likelihood	RAG Status	Mitigating action(s), action completion dates and action owner(s)	Notes
Due to delays to onboarding and reduced team capacity, there is a <b>risk that team resource may be rerouted through priority activities</b> . This will result in less available resource for programme management which may lead to delays in communications, payments etc.	Management: People	Medium	High	12	<ol style="list-style-type: none"> <li>1. Ensure that upcoming GPAP management tasks for the month ahead are mapped out and expectations are agreed.</li> <li>2. Factor in dedicated time for programme management as agreed with the team/line manager.</li> <li>3. Recognise priorities within management of this programme.</li> </ol>	Raised 15/09/2021 but remains open as Civil Service headcount exercises take place
Due to lack of funding to GPAP and NPAPs, there is a <b>risk that delivery capacity and targeted impact in action against plastic pollution will reduce</b> . This will result in the programme driving less impact and carrying less global influence, decreasing value for money.	Delivery: Operational	High	Low	8	<ol style="list-style-type: none"> <li>1. Fundraising has started including leveraging UK connections and advocacy to mobilise further donor finance.</li> <li>2. Secure funding for the NPAPs launched to become self-sustaining.</li> <li>3. Advocate for all board members to continue financial support beyond current FY.</li> </ol>	Raised 05/05/2021
Due to the COVID-19 pandemic, there is a <b>risk that stakeholders cannot be convened to share</b>	Delivery: external context, operational	Medium	Low	6	<ol style="list-style-type: none"> <li>1. GPAP and NPAPs will continue developing online workshops and engagement opportunities for all stakeholders.</li> </ol>	Raised 05/05/2021 Immediate global

<p><b>knowledge and gather insights.</b> This will result in reduced action against plastic pollution.</p>					<p>2. GPAP team has strengthened the team with a Programming Specialist to take the lead on design of online engagement opportunities.</p> <p>3. NPAP Managers will support the marginalised communities who have no access to IT to enable them to join online events.</p>	<p>mitigations against virus have ended, but many countries still facing issues</p>
<p>Due to the COVID-19 pandemic, there is a <b>risk that partners on the ground are unable to carry on their jobs.</b> This will result in slower delivery progress and/or negative impact on tackling plastic pollution.</p>	<p>Delivery: external context, operational</p>	<p>Medium</p>	<p>Medium</p>	<p>9</p>	<p>1. By developing a platform approach to the national plastic action partnerships, the NPAPs will have the ability to tap into numerous partners to support the efforts of the project and identify ways to continue the work during difficult times.</p> <p>2. Identifying a positive local partner organisation to support the platform will help lend support to the NPAP workers on the ground, during the pandemic and other difficult times.</p> <p>3. They will also work with humanitarian / development partners to support the informal sector workers who are impacted by COVID-19.</p>	<p>Raised 05/05/2021</p>
<p>Due to various causes, unforeseen, there is a <b>risk that stakeholders stop engaging on plastic waste and pollution.</b> This will result in reduced momentum and will to take action on plastic pollution.</p>	<p>Delivery: Fiduciary</p>	<p>High</p>	<p>Low</p>	<p>8</p>	<p>1. GPAP to continue sharing information on the plastic waste and pollution challenges and impact on health, well-being and economy.</p> <p>2. GPAP to continue reaching out and engaging with strategic stakeholders (e.g. businesses along the plastic value chain, local communities, local governments) to ensure their commitment and support to act on plastic waste and pollution.</p>	<p>Raised 05/05/2021</p>
<p>Due to various causes, unforeseen, there is a <b>risk that local leaders will reduce their engagement on NPAPs.</b> This will result in</p>	<p>Delivery: Fiduciary</p>	<p>High</p>	<p>Low</p>	<p>8</p>	<p>1. By developing a diverse platform, GPAP are able to engage a wide range of leaders locally to address plastic waste and pollution. Not only is the focus across many different ministries within the government, but also with private sector and civil</p>	<p>Raised 05/05/2021</p>

reduced momentum and will to take action on plastic pollution.					<p>society organisations. Thus, even if one leader is absent, many others are stepping up.</p> <p>2. Implement NPAPs based on invitations from local government.</p> <p>3. Leverage relationships of the World Economic Forum and partners to engage government agencies.</p>	
Due to various causes, unforeseen, there is a <b>risk that there is a lack of experts able and available to support the outreach, analysis and delivery of the NPAPs.</b> This will result in reduced implementation of partnership objectives.	Delivery: Operational	Medium	Low	6	<p>1. In selecting where to engage, GPAP is working through a specific set of criteria to ensure that wherever the NPAPs are located, there is a full network of support from throughout government, private sector and civil society. These learnings might support efforts in other countries, but GPAP will not blindly engage with a country without the foundational requirements to progress.</p>	Raised 05/05/2021
Due to issues in communication, there is a <b>risk that there is a misperception about GPAP, what it is intending to do and/or achieve.</b> This will result in difficulty collaborating with stakeholders and driving action on the ground.	Delivery: Reputational	Medium	Low	6	<p>1. GPAP is working across numerous government ministries and with a variety of private sector and civil society organisations to support the mission and to align on a vision to address plastic waste and pollution. By engaging upfront with governments and supporting the partnership with templated MOUs, they will have the ability to directly explain our intentions and approach.</p>	Raised 05/05/2021
Due to various causes, unforeseen, there is a <b>risk that organisations GPAP partners with commit human rights violations.</b> This will result in (intolerable) harm done to people in partner countries,	Delivery: Safeguards, fiduciary	High	Low	8	<p>1. GPAP will not tolerate human rights violations, including sexual exploitation and harassment (SEAH). Should one of their local partner organisations commit such a violation, they will sever our ties with that organisation and craft a new partnership for support locally. By developing a diverse platform, they are able to engage a wide range of partners locally to address plastic waste and pollution and they will be able to</p>	Raised 05/05/2021

safeguarding cases and reputational damage.					find a new host organisation locally should such a situation arise. 2. Defra and GPAP will discuss safeguarding as a standing item in monthly meetings to raise concerns and minimise the risks.	
Due to various, unforeseen, there is a <b>risk that organisations GPAP partners with commit fraud</b> . This will result in reduced Value for Money, funds spent for purposes other than the agreed deliverables, reputational damage.	Delivery: Safeguards, fiduciary	High	Low	8	1. A fraud risk assessment (FRA) has been completed and approved by Defra. 2. Their work is governed by a code of conduct which includes a strict anti-corruption policy and a conflicts of interest policy. The code of conduct can be read here. Sub-grantees also subscribe to these codes and violation of any of these codes allows GPAP to terminate contractual relationship with the vendor/ sub-grantee and craft a new partnership for support locally.	Raised 05/05/2021
Due to lack of UK ambition, there is a <b>risk that reduced momentum will decrease leveraged support amongst other actors</b> . This will result in Defra failing to deliver on key BPF outcomes on leveraging finance and continue to demonstrate global leadership on tackling plastic pollution.	Delivery: Reputational	High	Low	8	1. The BPF is ideally positioned to coordinate collaborative action against marine pollution, given its expertise in world-leading science and policy. This partnership will be an important vehicle in delivering on the UK's global commitment to lead action on marine pollution, and opting for a 'do nothing' scenario will compromise our leadership on this issue with significant potential reputational impacts.	Raised 05/05/2021
Due to fluctuations in currency exchange rates, there is a <b>risk that the value of the investment may decrease</b> . This will result in reduced Value for Money.	Delivery: External Context	Low	Low	4	1. Defra will pay GPAP in GBP and therefore changes in exchange rate will not change the committed amount of investment	Raised 05/05/2021

Due to WEF promoting internal technology to host the STEP platform, there is a <b>risk that the final result will be different to what was originally envisioned for the system</b> . This may result in reduced delivery on intended outcomes.	Delivery: Operational	Medium	High	12	1. It should still support country partnerships by providing a place to share insights and best practices and build support across the various efforts. GPAP will need to stay on top of the TopLink technology updates and encourage their country partners to engage to ensure the platform is utilised and that it benefits the target communities.	Raised 26/11/2021
Due to Vietnam's local partner WWF withdrawing as local Secretariat due to other priorities, there is a <b>risk that the Secretariat will not be appropriately accommodated</b> . This will result in reduced momentum, action and confidence on the ground.	Delivery: Strategic/business	High	Medium	12	1. GPAP are working with the Vietnam Government to consider hosting the Secretariat there. WWF have agreed to continue hosting until June 2022.	Raised 02/03/2022
Due to Egypt hosting COP27, there is a <b>risk that Egypt's interest in partnering with GPAP may be hampered by conflicting priorities</b> . This will result in slower engagement with Egypt in 2022.	Delivery: Strategic business	Medium	Medium		1. Programme management currently working with Cabinet Office and their links to the COP Unit and Post to ascertain feasibility and how best to engage.	Raised 02/03/2022

Table vi: current risks