

The United Nations Environment Programme

IMAGE

2014-2017 Medium Term Strategy

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List of Acronyms

DfID-UK	United Kingdom Department for International Development
EA	Expected Accomplishment
EMG	Environment Management Group
FAO	Food and Agriculture Organization of the United Nations
GC	Governing Council
GEF	Global Environment Facility
GEO	Global Environment Outlook
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
IPSAS	International Public Sector Accounting Standards
IRP	International Resource Panel
MEA	Multilateral Environmental Agreement
MOPAN	Multilateral Organisation Performance Assessment Network
MTS	Medium-Term Strategy
OIOS	United Nations Office of Internal Oversight Services
PIMS	Programme Information Management System
POPs	Persistent Organic Pollutants
PoW	Programme of Work
RCM	Regional Coordination Mechanism
REDD	Reducing Emissions from Deforestation and Forest Degradation
SAICM	Strategic Approach to International Chemicals Management
UN	United Nations
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	UN Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WHO	World Health Organization

Executive Summary

[yet to be developed][this is the “Strategy at a Glance”]

UNEP's Medium-Term Strategy for 2014-2017

[add image]

UNEP is the lead organization in the United Nations to coordinate environmental matters within the United Nations system. We produce environmental assessments and analyses, norms, guidelines and methods for use by stakeholders looking for guidance on how to effectively use the environment for their sustainable development and economic growth. With a global remit, yet only 1000 staff and a biennial operating budget of about US\$ 500 million, our ability to achieve significant impact is based on partnerships—integral to the organization's strategy to place environment and sustainable development, at the heart of everything we do.

Our products and services give us a broad array of tools to catalyse change in response to demand.

We partner with United Nations sister agencies and other strategically placed institutions, driven by the potential impact leveraged from each opportunity.

We are committed to strengthening our operations to enforce result-based management

1. Introduction

In the year 2017, UNEP will celebrate its 45th birthday. What must UNEP have achieved by then? What should UNEP, its member states and Secretariat, focus on during the years leading to 2017 to achieve planned results? In February 2011, the UNEP Governing Council (GC/26) requested UNEP to prepare for its twenty-seventh session in February 2013 a Medium-Term Strategy (MTS) for the period 2014–2017 with a vision, objectives, priorities, impact measures and a mechanism for review by Governments. The MTS is to guide the organization's work over the four-year period to achieve measurable results that UNEP plans jointly with Governments, partners and other stakeholders.

What UNEP should achieve by 2017 is inextricably linked to the state of the global environment and the economy at that time, how people perceive the environment, and manage the services it provides for human well-being. In spite of uncertainties around these questions, a global environmental outlook has provided a scenario based on current trends and projections that guides the focus of UNEP's MTS.

Assessing demands for services from its stakeholders will be critical in ensuring UNEP is responsive and client-driven. UNEP's aim, will also be bound by its mandate, whether others better placed to respond will require UNEP guidance and support or whether UNEP has the comparative strength to provide the best service itself. This MTS provides the guidance upon which UNEP will focus its work.

Midway through the implementation of the 2010-2013 MTS, UNEP garnered many lessons learned. It had institutionalized a results-based management approach, where performance is measured on a regular basis. UNEP also institutionalized evaluation as an independent function of the organization, to provide regular feedback on the design, relevance, efficiency and effectiveness of its work. Complementing internal review mechanisms, UNEP also benefited from reviews by the UN's Office for Internal Oversight (OIOS) and the UN's Board of Auditors as well as external evaluations such as the Multilateral Organizational Performance Assessment Network (MOPAN). These all helped identify where the organization can best strengthen the design and management of its programme. These lessons have been critical in guiding the organization's development of the MTS 2014-2017.

The 2014–2017 MTS builds on this rich experience, and consolidates past achievements to catalyse change towards an improved human well-being that is more environmentally sustainable. At the same time, it is being responsive to new opportunities, such as:

- the ability of UNEP to further leverage impact by maximizing the use of strategic partnerships, taking advantage in particular of UNEP's lead role in the UN system in coordinating environmental issues and UNEP's strategic presence at regional and country level
- to better serve the priorities of Multilateral Environmental Agreements (MEAs) for the benefits of their parties given that UNEP provides the secretariat for many MEAs
- to continue to explore the potential of an inclusive approach to greening economies as a pathway to sustainable development
- to achieve organizational excellence in UNEP by strengthening results-based management in a comprehensive, integrated fashion that integrates risk management.

2. Emerging Issues for Consideration for the MTS 2014-2017

Twenty years after the 1992 Earth Summit in Rio de Janeiro, changes to the Earth System continue at an unprecedented rate in human history. Data assembled for the fifth report in the Global Environment Outlook series (GEO5) show moderate successes in slowing the rate or extent of change—including enhanced resource efficiency and mitigation measures—but that have not reversed environmental degradation. Overall, neither the scope nor the speed of change has abated in recent years.

As human pressures on the Earth System accelerate, several critical global, regional and local thresholds have already been exceeded or are close to doing so. Once these have been passed, abrupt and possibly irreversible changes to the life-support functions of the planet are likely to occur, with significant adverse implications for human well-being. The impacts of complex, non-linear changes in the Earth System are already having serious consequences for human well-being. These include:

- Increases in average temperatures above threshold levels in some places, leading to significant human health impacts;
- Increased frequency and severity of climatic events, such as floods and droughts, affecting both natural assets and human security;
- Accelerating temperature changes and sea level rise, affecting human well-being in some places, particularly in coastal communities and small island developing states; and
- Substantial biodiversity loss and on-going extinction of species, affecting the provision of ecosystem services, including the collapse of fisheries or the loss of species used for medicinal purposes.

UNEP—through a comprehensive foresight process involving a dedicated panel and over 400 leading scientists and experts from around the world—has identified emerging issues, defined as “issues with [...] global environmental impact that are recognized by the scientific community as very important to human well-being, but have not yet received adequate attention from the policy community”, which include:

a. New Challenges for Ensuring Food Safety and Food Security for 9 billion people

Emerging challenges for food security include competition from bioenergy production, diminishing phosphorus supplies and increasing water scarcity. An urgent task is to increase the safety and security of the world’s food supply by improving the food-processing pathway, reducing food waste and increasing agricultural efficiency. The implication for the MTS 2014-2017 is to fill the gaps of environmental sustainability by leveraging best available science, collaborating effectively with UN Agencies and others leading on food security.

b. Climate Change Mitigation and Adaptation: Managing the Consequences

Climate change could have simultaneous and unprecedented implications for where human populations can settle, grow food, maintain built infrastructure or rely on functioning ecosystems. Emissions are still on the rise and pledges of future action within the UNFCCC process currently fall short of what science suggests is necessary to keep the increase in temperature below 2 degrees Celsius. The potential disruption, displacement and adaptation to phenomena such as sea-level rise or extreme weather events, represents a profound challenge to sustainable development and can reverse hard-won development gains. The MTS 2014-2017 will promote innovative approaches to environmentally friendly adaptation particularly ecosystem-based approaches.

c. New Insights on Water-Land Interactions: Shift in the Management Paradigm

Recent scientific research has provided a better understanding of how water and land interact, including, for example, how changes in land use affect downwind rainfall patterns. This new knowledge has important implications for how we should manage water and land for maintaining minimum ecological flows, and provides new impetus for boosting water use efficiency and better integrating water and land management. The MTS 2014-2017 will adopt a more integrated approach to land and water management.

d. Beyond Conservation: Integrating Biodiversity across the Ecological and Economic Agendas

In recent years, two important threads of research have documented how biodiversity is intertwined with development, quality of life, human well-being and nature: one has articulated the linkages between biodiversity and other ecological issues, and another, the interrelationship between biodiversity and economics. It is now time to fully integrate the issue of biodiversity into the global ecological and economic agendas while continuing to support biodiversity conservation, and integrating biodiversity across ecological and economic activities. While UNEP will continue to support biodiversity conservation and the involvement of local communities with their knowledge, the MTS 2014-2017 will move further along in integrating biodiversity across ecological and economic agendas.

e. The Need for New Approaches to Minimizing the Risks of Chemicals and wastes

Societies continue to experience severe consequences of unsound chemicals management. This situation points to the need for comprehensive assessment and management aimed to minimize any short or long-term risks to society and nature. The MTS 2014-2017 will therefore focus on addressing chemicals and waste in an

integrated manner, through assessments, monitoring, guidance on best use, management and disposal and catalyse transformative change.

f. Accelerating the Implementation of Environmentally-Friendly Renewable Energy Systems

The large potential for renewable energy has not yet been realized due to the many barriers it faces worldwide. It is critical that means of removing economic, regulatory and institutional barriers are identified, and that enabling conditions are created that make renewable energy competitive in comparison to other conventional sources. The MTS 2014-2017 will entail a stronger focus on leveraging best science for catalysing transformation towards renewable energy, while continuing to cover energy efficiency and emission reduction.

The foresight process also identified emerging issues that cut across environmental themes:

- aligning governance structures to the challenges of global sustainability, and in particular to integrate social, environmental and economic objectives in sustainable development policies at all levels of governance;
- transforming human capabilities to meet global environmental challenges and move towards a green economy;
- reconnecting scientific knowledge and policy-making; and
- catalysing rapid and transformative change in human behaviour relating to the environment

As UNEP increases efforts to bring coherence and synergy in the way the UN system addresses environmental issues, the organization will also integrate governance-related activities within all subprogrammes in the MTS 2014-2017, taking into account the links between national, provincial and local levels. The MTS will integrate green economy approaches in all subprogrammes, while ensuring coherence across the subprogrammes through the *Resource Efficiency* Subprogramme. The proposed new Subprogramme on *Environment under Review* aims to leverage information as an agent of change and ensure a coherent approach in dealing with the science-policy interface. UNEP's work in relation to scientific panels such as the International Resource Panel and the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) aim to strengthen the bridge between science and policy. Within the MTS 2014-2017, UNEP will also support the application of Principle 10 of the Rio Declaration to enhance capacities of countries to generate, access, analyse, use and communicate environmental information and knowledge to work towards a better informed society.

The findings of the foresight process have provided an important framework for prioritizing UNEP's own action, which will provide the framework within which UNEP will strengthen coordination and synergy in the UN system on environmental issues. Within it, the specific needs of countries and regions drive the strategic focus for the MTS 2014-2017. Thus, globally significant issues, regional and national priorities all contribute to the MTS, taking into account UNEP's comparative advantages and the needs and potential of UNEP's regional offices.

UNEP also sought the views of the secretariats of Multilateral Environmental Agreements (MEAs), and UN sister agencies to ensure that its strategic focus is client-oriented. There are expressed concerns over a growing implementation gap in relation to environmental commitments and obligations under the MEAs. In particular, there is a demand from the secretariats of the MEAs for the MTS to pay more attention to systemic capacity building efforts, which include integrating the MEAs into UNEP's efforts to coordinate environmental issues within the UN system; supporting countries in integrating MEA related priorities into national planning processes such as the UN Development Assistance Frameworks and other national planning exercises; building MEA priorities into capacity building efforts such as building the capacity of judiciaries; supporting system-wide knowledge management; and, supporting countries in accessing GEF and Adaptation Fund financing to implement the MEAs.

Finally, consultations with various stakeholders including Major Groups revealed a demand to create at all levels enabling conditions that allow for better participation of the public, in line with Principle 10 of the Rio Declaration. Issues identified from the foresight process and the consultations with stakeholders were also deemed as priorities at a regional and country level. In particular, issues such as climate change, freshwater, land use, food security, oceans, energy, chemicals and waste, sustainable consumption and production and environmental governance are considered a priority in most regions and constitute the basis for UNEP determining its strategic focus for the MTS for 2014-2017.

3. UNEP's Internal Environment: the MTS 2010-2013

Understanding what UNEP has been able to achieve and the lessons learned so far from the implementation of the current MTS 2010-2013 are critical in enabling the organization to build on its strengths, analyse challenges and opportunities for a stronger engagement in the future.

The MTS 2010-2013: Programmatic Achievements

The first biennium of the current MTS period marked the beginning of a period of new, strategic and transformational direction for UNEP as it began implementing its MTS for 2010-2013 along six areas: climate change; disasters and conflicts; ecosystem management; environmental governance; harmful substances and hazardous waste; resource efficiency, sustainable consumption and production.

UNEP OPERATING BUDGET: 2010-2011

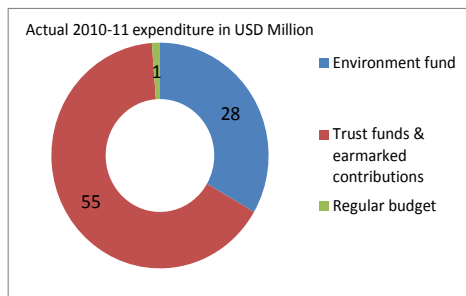
MILLIONS OF US DOLLARS

Funding Source	Environment Fund	UN Regular Budget	Extrabudgetary Sources
Approved Budget	180	14	228
Income received in 2010-2011	163	14	268
Expenditure	165	14	250

UNEP is implementing the MTS 2010-2013 specifically through the Programme of Work (PoW) 2010-2011 and as of January 2012 has initiated the implementation of the PoW 2012-2013. UNEP's PoW is implemented through a portfolio of 115 projects implemented with a wide variety of partners worldwide. With an operating budget of US\$ 415million in funding from its Environment Fund, the UN Regular Budget and extrabudgetary sources in trust funds and earmarked contributions, UNEP achieved significant results half way through the implementation of the MTS 2010-2013 despite the global financial crisis. These results are briefly illustrated in the following "snapshots".

1. Climate change

Over 2010-2013, UNEP aimed to strengthen the ability of countries to integrate climate change responses into national development processes with a planned budget of USD 162million



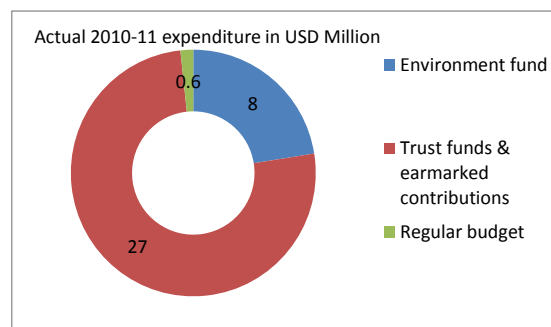
Performance Highlights

- UNEP partnered with over a dozen countries to demonstrate the role of ecosystem based approaches to adaptation in helping to increase resilience, including in vulnerable mountain ecosystems of the Himalayas, Andes and Ruwenzori and in the Nile River Basin
- UNEP supported 36 countries to prioritize their climate technology needs and actions as a basis for implementing clean energy policies, developing nationally appropriate mitigation actions and moving towards low emissions growth
- Over twenty five countries joined a UNEP and GEF supported global partnership - enlighten - to phase out incandescent lamps to achieve energy and cost savings
- UNEP facilitated investment worth over USD200million in clean energy projects by supporting countries develop carbon asset projects and helping to remove barriers to funding small scale renewable energy including solar water heaters in the Mediterranean
- Through the UNEP/UNDP/FAO UN -REDD (Reducing Emissions from Deforestation and Forest Degradation) Programme, thirteen countries have received direct support to integrate multiple benefits of forests into REDD planning, policy and action, helping to make it a catalyst for the green economy, and in the

process mobilizing over USD150million for REDD actions

2. Disasters and Conflicts

Over 2010-2013, UNEP aimed to minimize environmental threats to human well-being arising from the environmental causes and consequences of conflicts and disasters with a planned budget of USD 99million

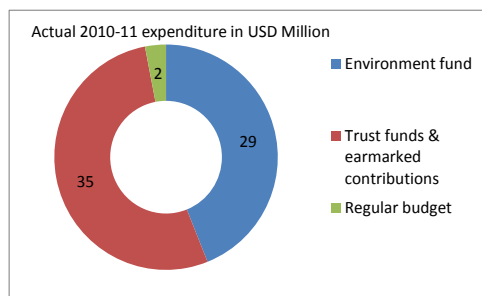


Performance Highlights

- Since 2008, out of the 16 countries in which the UNEP's post-crisis environmental assessments led to the identification of environmental risks, 12 countries have taken concrete actions to mitigate these risks. For instance, the UNEP assessment of oil contamination in Ogoniland, Nigeria led the national Government to commit to an unprecedented clean-up operation launched in 2012
- UNEP is successfully delivering complex multi-million dollar environmental recovery programmes in the most difficult of circumstances, in countries such as Afghanistan, Sudan and Haiti. DFID's 2011 Multilateral Aid Review particularly commends UNEP for its work in "fragile contexts"
- Working with partners in academia, civil society, the UN system and the military, UNEP has contributed to the establishment of a vast body of knowledge on the environmental dimensions of disasters and conflicts. A seven-volume compendium of 150 case studies on natural resource management and peacebuilding is being released in 2012.

3. Ecosystem Management

Over 2010-2013, UNEP aimed to ensure that countries utilize the ecosystem approach to enhance human well-being with a planned budget of USD 131million

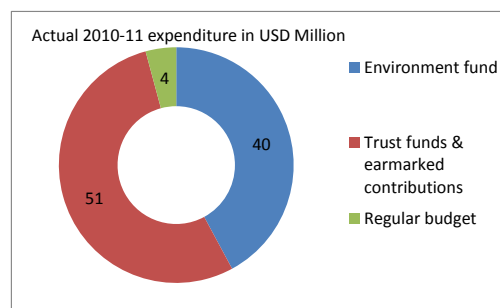


Performance Highlights

- UNEP has supported the process establishing the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), which provides for the first time a common platform to facilitate improved policy uptake of contemporary science, assessment findings and recommendations by member states.
- UNEP developed a range of tools to support countries in understanding how to use ecosystem services to achieve development goals and result in multiple benefits to support attainment of the Aichi and other biodiversity targets linked to multilateral environmental agreements. For instance, with the assistance of UNEP, Kenya was able to account for forest-related ecosystem services in the Mau forest and improve its management. This forest serves as a water tower for much of Kenya yet a quarter of this forest had been lost to illegal human settlements, logging and other causes.

4. Environmental Governance

Over 2010-2013, UNEP aimed to ensure that environmental governance at the country, regional and global levels is strengthened to address agreed environmental priorities with a planned budget of USD 166million

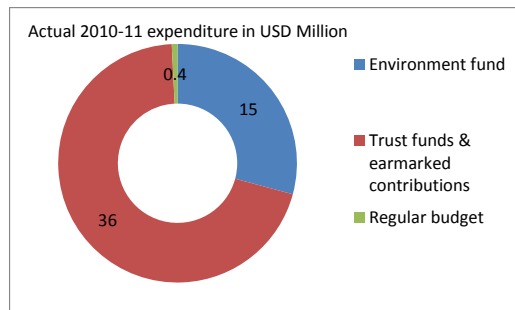


Performance Highlights

- Five options—known as the *Nairobi-Helsinki Outcome*— for strengthening the institutional framework for the Environment were agreed for consideration at the UN Conference on Sustainable Development.
- UNEP secured agreement within the UN system that the UN would develop system-wide approaches to environmental and social safeguards, achieving the Aichi biodiversity targets under the Convention on Biological Diversity and in tackling the drylands agenda.
- UNEP was instrumental in the achievement of synergies and efficiency gains in the operations of chemical-related multilateral environmental agreements it administers: the Basel, Rotterdam, and Stockholm Conventions.
- Environmental sustainability was fully integrated into 30 United Nations Development Assistance Frameworks (UNDAFs) and 18 other national development planning processes
- In addition to its production of the *Global Environment Outlook*, UNEP supported integrated environmental assessments based on the demand from different regions for regional assessments

5. Harmful Substances

Over 2010-2013, UNEP aimed to minimize the impact of harmful substances and hazardous waste on the environment and human-beings with a planned budget of USD 117million

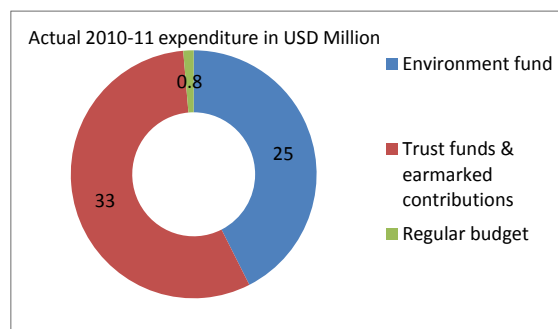


Performance Highlights

- The Intergovernmental Negotiating Committee to develop an international legally-binding treaty on mercury began work in 2010. The INC transitioned from a conceptual approach of possible treaty elements to negotiation of specific articles of the new treaty
- The Strategic Approach to International Chemicals Management (SAICM) Quick Start Programme supported by UNEP provided USD 30 million for 143 projects on sound management of chemicals and waste in 103 countries. The participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC), of which UNEP is a part, are jointly developing a Resource Toolbox for chemicals and waste management
- UNEP work to eliminate leaded vehicle fuels worldwide nears completion. UNEP also provided scientific reviews on lead and cadmium to promote concerted action to address their health and environment risks. With WHO, UNEP developed a multi-stakeholder Global Alliance to Eliminate Lead Paint in response to the identification of this topic as an emerging policy issue for SAICM.
- A number of UNEP-developed tools have become standard approaches for preparing quantitative assessments of the scale and distribution of chemicals releases – in particular for persistent organic pollutants (POPs) and mercury.
- With UNEP and UNDP support, 11 countries are integrating sound chemicals management into national policies and strategies

6. Resource Efficiency

Over 2010-2013, UNEP aimed to ensure that natural resources are produced, processes and consumed in a more environmentally sustainable way with a planned budget of USD 140million



Performance Highlights

- The International Resource Panel (IRP), supported by UNEP, produced scientific assessments on metal stocks and recycling rates and on priority products and materials and decoupling. National policy on resource efficiency in China, South Africa, Germany, Switzerland, Japan used these findings in either their design or implementation. The IRP's work has also helped shape major policy initiatives such as the European Commission's Roadmap for a Resource Efficient Europe
- UNEP released the *Green Economy Report*, which includes ten sector cost-benefit analyses, policy assessment and case studies. UNEP's associated publications present common messages on the policies necessary to support a green economy transformation, and identifies ways forward for the UN system to support member states in their efforts to embark on green economy pathways to deliver sustainable development and poverty eradication. Central to this concept are targeted investments across the environmental, economic and social pillars of sustainable development in an integrated and synergistic manner. This work is complemented with technical advisory services to countries requesting support.
- 26 national governments and 20 local governments changed their policies to integrate resource efficiency with UNEP support
- 15 national and 2 local governments adopted voluntary measures influencing consumer purchase such as sustainable public procurement and ecolabeling

The MTS 2010-2013: A Snapshot of Operational Achievements

A key feature of UNEP's transition was making the organization's work more strategic and coherent, addressing country needs more effectively, and demonstrating the organization's results in tangible terms. In 2010-11, UNEP created an enabling environment for the organization's implementation of its Medium-Term Strategy. This included the following deliverables:

- a strengthened results framework—a results-based MTS for 2010-2013—and PoWs for 2010-2011 and 2012-2013 that align fully with the results in the MTS
- Projects designed to deliver the results in the MTS and PoWs with clearly defined, measurable and time-bound indicators and milestones, upon which progress is reviewed periodically
- A results-based monitoring regime that utilizes a Programme Information Management System (PIMS) and other data sources for permanently tracking and reviewing progress in achieving the results in the MTS and PoW and a formal review on a six monthly basis. This new regime for monitoring represents a significant change as progress is routinely assessed against planned deliverables and results in projects that are designed to deliver the MTS and associated PoWs. UNEP's new approach harmonized UNEP's reporting against both its programme and budget into a single reporting process
- An independent evaluation regime with feedback loops into programme planning. For instance, the recommendations of the formative evaluation on the design of the MTS 2010-2013 and the PoW 2010-2011 were fully integrated into the design of the new MTS 2014-2017. Subprogramme-specific evaluations starting with —*environmental governance* and *disasters and conflicts*— were the next step, in accordance with the Evaluation Policy and Plan approved during the 2010-2011 period
- A review of the needs and potentials of the UNEP Regional Offices in assisting countries in mainstreaming their environmental priorities and maintaining the strategic presence of UNEP at the national and regional levels
- Results based management training in addition to mandatory leadership and management development training for managers in the organization. 280 UNEP staff completed the PRINCE II project management training with the aim of strengthening project management skills in the organization. Results based management training will continue throughout the MTS implementation.
- A revamped policy and procedures on partnerships under implementation that strengthens UNEP's approach to selecting and monitoring its partnerships, as well as managing risks.
- An organizational culture that increasingly fosters gender equality. For example, over 78 projects have fully integrated gender perspectives and identified key gender actions that were implemented over 2010-2011
- A federated resource mobilization approach that enabled UNEP to coordinate its resource mobilization efforts and increase efficiency in its approach to donors, with Trust Fund and earmarked funding exceeding budget, and recently established resource allocation criteria.
- An Institutional structure that combines the Quality Assurance that is responsible for programme quality at planning and monitoring stages in the programme cycle with sections dealing with finance, human resources, information and communication technology and resource mobilization under one umbrella known as the Office for Operations. The aim is to enhance the alignment between strategic planning, programme and project review, finance, information and communication technology and human resources for the MTS period 2014-2017 and its associated PoWs
- The Integration of the Global Environment Facility (GEF)— funded portfolio into UNEP's Divisions with the aim of enhancing coherence and synergy between UNEP MTS and PoWs, and projects funded by the GEF
- Strengthening the accountability framework within UNEP with clear lines of responsibility and delegations of authority to line managers including Division Directors and Heads of MEA secretariats
- Enhanced and more cost-effective operational arrangements with UN entities and service providers, including UNON and others

Lessons Learned

By de-linking thematic subprogrammes from divisional structures, the Medium Term Strategy (MTS) for 2010-2013 marked a major directional shift towards result-based management within UNEP. Overall, UNEP

has been substantially strengthened as an institution since its reform process began in 2009, as evidenced by the findings of the performance monitoring, evaluations and audits that have been conducted over the past biennium (see Table 1).

Table 1. Reviews and Evaluations of UNEP in 2010-2011

Type of Review	Objective
UNEP internal	<ul style="list-style-type: none"> • Task Team reviewing programme delivery • Task Team reviewing partnerships • Six-monthly Programme Performance Reviews
UNEP internal – Evaluation Office	<ul style="list-style-type: none"> • Evaluation of the MTS/PoW design, MTS mid-term evaluation
UNEP internal	<ul style="list-style-type: none"> • Review of the needs and potential of UNEP’s Regional Offices
UN Evaluation Group (UNEG)	<ul style="list-style-type: none"> • Evaluation of the effectiveness of UNEP’s evaluation function
UN Secretariat: OIOS	<ul style="list-style-type: none"> • Inspection of UNEP’s monitoring and evaluation • Audit on UNEP’s delivery via partnerships • Review of UNEP’s relevance, efficiency and effectiveness
UN Board of Auditors	<ul style="list-style-type: none"> • Performance audit of UNEP
External: MOPAN	<ul style="list-style-type: none"> • Review of UNEP’s organizational effectiveness
External: Australia	<ul style="list-style-type: none"> • Review of multilateral aid effectiveness
External: UK (DfID)	<ul style="list-style-type: none"> • Review of multilateral aid effectiveness

These reviews and evaluations outlined significant progress within the organization and achievements; important lessons were also derived from these exercises in clarifying the 2014-2017 Medium Term Strategy (MTS).

A key lesson is that UNEP must take full advantage of its unique role and position within the UN system in coordinating environmental matters. UNEP must therefore take full advantage of coordination mechanisms such as the Environment Management Group (EMG), the UN Development Group (UNDG), UN Country Teams (UNCTs) and Regional Coordination Mechanisms (RCMs), the High-level Committee on Programmes (HLCP) and the High-level Committee on Management (HLCM) of the United Nations System Chief Executives Board (CEB). The aim for the MTS 2014-2017 is therefore to help leverage impact from a more coordinated approach to environmental and development challenges, starting within the UN system.

A strong corporate strategy and business model will enable the organization to play an increasingly strategic role within the UN, catalysing change and leveraging impact from partners, and go a step further in identifying new or strengthening existing strategic partnerships. Clearly identifying UNEP’s service lines in the MTS 2014-2017 will help inform partnerships, ensure that UNEP builds on its comparative advantage, while relying on partners to occupy other niches, thereby yielding a stronger impact than could be achieved by any one partner alone.

Another key lesson is the need for an iterative process to ensure that the Expected Accomplishments (UNEP’s results) and outputs (UNEP’s products and services) are driven by demand for services by countries, MEA priorities and other stakeholders, and consistent with UNEP’s resource base. In determining how UNEP responds to demand for its services from UN partners, countries and other stakeholders, it is also important for UNEP to assess the political value it adds for partners and countries. A key factor would be the extent to which UNEP will improve countries’ and partners’ perceptions of the utility of its products and services and, in turn, the ability for UNEP to sustain and upscale results internationally.

With respect to planning, the causal pathways that link projects and expected results in the UNEP MTS can be further strengthened. Programme Frameworks should continue to be used to help determine which projects will be required to deliver the PoW, and ensure that there is both causal logic between the projects and the results in the MTS/PoW, and synergy between projects. Lessons learned show that it is critical that Expected Accomplishments that UNEP aims to achieve through its MTS and associated PoWs are directly *attributable* to UNEP’s work. This entails that Expected Accomplishments are realistic in terms

of UNEP's level of ambition, and that the indicators to measure achievement against Expected Accomplishments allow for attribution to UNEP. The strategic objectives of each subprogramme would identify the larger goal to which UNEP will *contribute*.

An important lesson on results based monitoring is that strong programme monitoring will include identifying indicators and means of measurement at the time of the design of the Expected Accomplishments—rather than subsequently—in order to ensure that Expected Accomplishments, indicators and means of measurement are all adequate and properly aligned. Experiences from previous biennia indicate that identifying these various elements sequentially can weaken means of measurement. The design of UNEP's PoWs associated to the MTS 2014-2017 will require a close attention paid to ensuring alignment between Expected Accomplishments, indicators and means of measurement.

Lessons learned also show that accountability for delivering results in the PoW must be further strengthened, including by specifying the engagement of Regional Offices, clarifying what UNEP will deliver regionally and nationally, and what will be delivered through UNEP's global programmes. UNEP will show clearly how its budget and human resources are aligned with programmatic priorities. Resource allocation criteria and priorities will also be clarified in the PoW, so that it is clear what UNEP will deliver with its Environment Fund resources, what the organization could deliver through mobilizing extra-budgetary resources and which mechanisms are in place to ensure a transparent prioritization of extra-budgetary funding. How UNEP handles its resource allocation will help enhance predictability in financing for activities that underpin all UNEP subprogrammes.

Finally, given that projects are the main delivery vehicle used by UNEP to achieve the results in the MTS and the PoW, project management capacity will be improved throughout the organization, including through training; an annual review of the quality of project management and supervision; a revised Programme Manual; an enhanced Project Review Committee; and improved project formats focusing on key issues such as sustainability, replicability, theory of change, partnerships, budgeting, monitoring and evaluation.

Strengths, Challenges and Opportunities

UNEP's fundamental purpose—to be the leading environmental authority that sets the global environmental agenda—has remained relevant, as reaffirmed by the Malmö and Nairobi Declarations, and enshrined in the Bali Strategic Plan on Capacity Building and Technology. The *Programmatic Achievements* described above show that UNEP can achieve results in many of the areas described under *Emerging Issues* that are likely to become even greater challenges for the period 2014-2017.

For example, the *Programmatic Achievements* describe how integrated ecosystem management can help countries maintain the ecological foundation that production systems depend upon. UNEP has also engaged in showing how better natural resource and environmental management can improve the food pathway, contribute to reducing food waste and increasing agricultural efficiencies, sustainable food production and ecological services. UNEP, through the International Resource Panel, has also shown that the prospect of much higher resource consumption levels is “far beyond what is likely sustainable”, and that this challenge can be addressed by “decoupling” natural resource use and environmental impacts from economic growth (i.e. “doing more with less”).

The *Programmatic Achievements* section also describes how UNEP's work on harmful substances has helped countries reduce risks from chemicals and waste. UNEP has also proven its ability to support countries reduce risks to human health, livelihoods and security from the environmental causes and consequences of disasters and conflicts, and catalyse a sustainable recovery. Finally, achievements from UNEP's efforts on climate change show that UNEP can support countries to capitalize on opportunities for low-emission growth and apply novel solutions that increase their resilience. Catalysing transformative changes through more strategic use of coordination mechanisms within the UN system represents a major opportunity for the MTS 2014-2017.

UNEP's choice of strategic focus for the MTS 2014-2017 therefore builds on the body of knowledge accumulated in the organization over the years. UNEP also strengthens approaches that help integrate social, environmental and economic objectives more effectively in dealing with complex and interrelated challenges, and embed the integration of environment and the economy within its strategic areas of focus over the period 2014-2017.

UNEP's 2014-2017 MTS can therefore be characterized as a strategic approach of "continuity with improvement"—continuity in terms of the choice of focus given that there is already a body of achievements from the 2010-2013 MTS that can be built upon and that respond to emerging issues described in the sections above, but improvement in terms of the way in which impact will be sought. For instance, a clear focus on obtaining greater effectiveness will allow UNEP to achieve more with available resources by using partnerships more strategically to upscale the use of UNEP's products to leverage greater impact. Also, by effectively using its coordinating role in the UN system, UNEP will be able to tap into economies of scale to achieve transformational change.

In this regard, the 2014-2017 MTS must establish clearer causal pathways between UNEP's own actions and the actions it aims to catalyse with its partners to contribute to the higher objectives of each subprogramme. This will ensure that the level of ambition of the Expected Accomplishments are at par with what UNEP can influence from its own products and services. UNEP will also need to ensure that its operations and corporate services are closely aligned with the results it plans to achieve by 2017. Finally, UNEP's human and financial resource planning must also be more closely aligned with planned results in the programme. The two Programmes of Work in the next MTS will be designed in a manner to reflect these principles.

4. Strategic Focus for 2014-2017

UNEP's vision for 2014-2017, continues the vision of the current MTS, and is derived from its mandate

To be the leading global environmental authority that sets the global environmental agenda, that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and that serves as an authoritative advocate for the global environment.

The vision statement comprises five interrelated areas:

1. Keeping the world environmental situation under review
2. Catalysing and promoting international cooperation and action
3. Providing policy advice and early warning information, based upon sound science and assessments
4. Facilitating the development, implementation and evolution of laws, norms and standards and developing coherent interlinkages among multilateral environmental agreements
5. Strengthening technology support and capacity in line with country needs and priorities

UNEP recognizes the intrinsic value of the environment in serving economic and societal needs and the importance of enabling natural processes to proceed in a way that can sustain these needs. UNEP also recognizes that ecosystem health underpins human well-being, and the future of humanity is inextricably linked to the planet's life support systems, through the provision of environmental goods and services. These factors underpin UNEP's vision and are explicitly recognized in UNEP's goal for the MTS.

Whereas the vision statement defines the long-term ambition of UNEP, the MTS has a goal statement that expresses the focus of UNEP for specific time-bound period 2014-2017. For this 2014-2017 MTS period, the key goal of UNEP is:

To catalyse a transition towards low carbon, resource efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent environmental

governance and the reduction of environmental risks for the well-being of current and future generations and the attainment of global environmental goals in order to contribute to sustainable development.

UNEP will achieve this goal by providing active and focused services to relevant UN agencies, governments and other relevant stakeholders in the implementation of the global environmental goals and environmental dimension of existing and future sustainable development and environment goals. UNEP will do more to ensure that environmental sustainability contributes to the goals of the other two pillars of sustainable development (social and economic).

In determining UNEP's focus for the next MTS, the foresight process and GEO-5 identified the global challenges that are likely to be witnessed during the MTS period 2014-2017. These priorities were validated against the priorities of regions. In addition, UNEP reviewed the *demands* for its services against the following principles:

- The need for UNEP to stay relevant in the face of emerging issues and regional and country priorities
- The potential of UNEP to catalyse significant change based on its own comparative strength and what UNEP can leverage based on the strengths of potential partners
- The need for UNEP to capitalize on results already emerging with the aim of leveraging even greater impact

Given these principles, UNEP's strategic focus for the next MTS period is in the following areas, operationally referred to as subprogrammes:

<ol style="list-style-type: none">1. Climate Change2. Disasters and Conflicts3. Ecosystem Management4. Environmental Governance	<ol style="list-style-type: none">5. Chemicals and Waste6. Resource Efficiency7. Environment under Review
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UNEP's current work to better understand how an inclusive and equitable green economy might work shows that the integration of the environment across, economic and social agendas can achieve significant results. In the next MTS, greening the economy is expected to be integrated into all Subprogrammes. In order to ensure consistency however, the Resource Efficiency Subprogramme will continue to host this important area, and maintain its coherence across the MTS.

One of UNEP's core mandates is to continuously keep the world environmental situation under review in a systematic and coordinated way, and provide early warning information on emerging issues, for informed decision-making by policy makers and the general public. A new Subprogramme entitled "Environment under Review" is proposed, to provide credible and state of the art scientific knowledge and share this information to empower societies in a transition towards an environmentally sustainable future.

Within each of the Subprogrammes, UNEP has refined its ambition to enable the organization to:

- Further focus its work within each of the subprogrammes and ensure internal coherence across divisions and branches in the institution
- Ensure that the level of ambition of the Expected Accomplishments are written as result statements that are attributable to UNEP's efforts
- Ensure synergies between subprogrammes

Climate Change

Transitioning to a climate resilient, low carbon future

[image]

The risks of climate change are well documented and its impacts are already affecting people and ecosystems. Meeting the climate challenge requires individuals and institutions—both public and private—to be able to assess and understand climate change, design and implement adequate policies and to take action on climate resilient and low carbon growth.

UNEP supports countries and institutions to meet this challenge through targeted interventions to promote and finance ecosystem based approaches to adaptation, finance and scale up the use of clean and renewable energy and technologies, and to capitalize on the opportunities of reducing emissions from deforestation and forest degradation. Building on its strong science foundation UNEP also helps to improve awareness and understanding of climate change science for policy making and action.

Environmental Outlook

- The world recognises the urgency of the climate challenge thanks to the scientific work of the Intergovernmental Panel on Climate Change and thousands of scientists and researchers and to awareness raising efforts of civil society. However emissions are still on the rise and pledges of future action fall short of what science suggests is necessary.
- As the world seeks solutions to climate change, UNEP and its partners are working to ensure that no country is left behind, and all are equipped to transition to climate resilient, low carbon societies.

Objective

- To strengthen the ability of countries to move towards climate-resilient and low emission pathways for sustainable development and human well-being

Expected Accomplishments

EA 1/Climate resilience: Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts

EA 2/Low emission growth: Energy efficiency is improved and the use of renewable energy is

increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways

EA 3/REDD+: Transformative REDD+ strategies and finance approaches are developed and implemented by developing countries that aim at reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods

Strategy

Within the United Nations approach to climate change, UNEP will catalyse efforts of the UN and other partners—including the private sector—to build the resilience of countries to climate change through ecosystem-based and other supporting adaptation approaches; promote the transfer and use of energy efficiency and renewable energy technologies; support the development and implementation of national low emission strategies; and support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation.

UNEP will achieve this through scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; pilot interventions; promoting integration of new and better approaches in national development planning processes; fostering climate change outreach and awareness raising; knowledge sharing and supporting the UNFCCC process and implementation of commitments to complement other processes and work of others.

Disasters and Conflicts

Reducing the environmental risks and impacts of crises

[image]

UNEP is internationally recognized for helping countries to minimize threats to human health, livelihoods and security from the environmental causes and consequences of disasters and conflicts. In the aftermath of a crisis, critical natural resources entire communities depend on are often degraded or destroyed. Assessments to gauge the risks posed by these environmental impacts are the foundation of UNEP's response. The findings of these assessments are used to catalyze recovery programmes that address environmental needs in support of broader recovery and development priorities.

UNEP also works to help countries address environmental degradation and mismanagement as an underlying risk factor for disasters and conflicts, by providing risk assessments, sharing best practice in sustainable natural resource management, and giving technical support to key risk reduction, crisis prevention and peacebuilding partners.

Environmental Outlook

- At least 40% of all intrastate conflicts have had a link to natural resources in the last 60 years
- 75% of fragile states as listed by the OECD in 2011 contain globally significant biodiversity hotspots, and/or international water basins
- Development gains are under threat globally from increasing disaster risk. In some countries, the risk of losing wealth in disasters exceeds the rate at which wealth is being created

Objective

- To promote a transition within countries to sustainably use natural resources and reduce environmental degradation to protect human well-being from the environmental causes and consequences of disasters and conflicts

Expected Accomplishments

EA 1/Risk reduction: The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved

EA 2/Response and recovery: The capacity of countries to use natural resource and environmental management to support

sustainable recovery from disasters and conflicts is improved

Strategy

As a part of UN system-wide strategies for disaster risk reduction and preparedness, conflict prevention, post-disaster and post-conflict response, recovery and peacebuilding, UNEP will provide environmental risk and impact assessments, policy guidance, institutional support, training and mediation services, as well as pilot new approaches to natural resource management. In doing so, UNEP will seek to catalys action and up-scaling by partners working with countries on risk reduction, relief and recovery, including UN humanitarian and peacekeeping operations, as requested in UNEP Governing Council Decision 26/15. UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes.

Ecosystem Management

Development from ecosystem services

[image]

How ecosystems are managed locally to globally will significantly impact the way in which water, food security and other ecosystem services are affected. Worldwide expertise and partners will be used in UNEP's support to countries to leverage impact on integrated management of land and water for the provision of ecosystem services, including freshwater efficiency and food security. UNEP with its partners will also support ecosystem approaches to leverage impact to improve the management of coasts, oceans and associated fish stocks.

Environmental Outlook

- There is an urgent need to enhance the security and safety of the world's food supply and availability and quality of water needed while preserving the integrity of natural ecosystems
- Increasing needs for food security, shelter and employment for growing populations mean ecosystem services must be managed in integrated ways across environmental and economic agendas
- The degradation of inland waters, coastal and oceanic ecosystems will require better management approaches to meet multiple needs

Objective

- To promote a transition to integrating the management of land, water and living resources to provide ecosystem services sustainably and equitably among countries

Expected Accomplishments

EA 1/Production: Use of ecosystem management approaches in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased

EA 2/: Marine issues: Use of ecosystem management approaches in countries to sustain ecosystem services from coastal and marine systems is increased

EA 3/Enabling environment: Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity related MEAs

Strategy

To address the challenge of feeding and clothing a growing population while supporting countries on greener economies, UNEP will work with the lead UN partners and other stakeholders to catalyse uptake of ecosystem management principles, including use of traditional ecological knowledge, that strengthen the resilience and productivity of terrestrial and aquatic systems. UNEP will catalyse the increased use of ecosystem management approaches for coasts and marine systems to maintain ecosystem services.

UNEP will strengthen the enabling environment for ecosystem management, including transboundary ecosystems, at the request of concerned countries. The aim is to enable countries sustain ecosystem services for human well-being, based on the CBD Strategic Plan, the Aichi and other biodiversity targets linked to multilateral environmental agreements. This will include support to development planning to create the enabling environment for implementation of biodiversity-related multilateral environmental agreements and collaborating with IPBES to improve links between science and policy. UNEP will support countries to use valuation of ecosystem services in mainstreaming ecosystem services in development planning and decision-making.

Environmental Governance

Transforming environmental governance

[image]

The state of the environment is in great part determined by the way in which the environment is governed. Policies and laws create the enabling environment for better governance of the environment. UNEP will help maximize the efficiency of international governance by promoting coherence in the way the environment is tackled in the United Nations and Multilateral Environmental Agreements.

At national levels, UNEP in partnership with relevant UN agencies, will help countries develop and implement policies and laws to improve their environmental governance and by offering them the legal and technical support to integrate environment into development policies.

Environmental Outlook

- The current system of international environmental governance with poorly coordinated multilateral agreements should be strengthened to meet the needs of the 21st century.
- The system of environmental governance lacks the necessary representativeness, accountability and effectiveness for the transition to sustainability, and that a much higher level of participation and transparency is needed.

Objective

- To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability in the context of sustainable development

Expected Accomplishments

EA 1/Coherence and synergies: The United Nations system and multilateral environmental agreements bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues

EA 2/Law: The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental

objectives and goals and comply with related obligations is enhanced

EA 3/Mainstreaming environmental sustainability: Countries increasingly mainstream environmental sustainability in national and regional development policies and plans

Strategy

UNEP will promote coherence and synergy in environmental governance by providing support to the UN system and MEAs, taking advantage of UN coordination mechanisms, particularly the EMG, to increase coordination of actions on environmental policies and programmes within the UN system and MEAs.

UNEP will provide policy advice on how to integrate environmental sustainability in national and regional policies and plans and in collaboration with other UN agencies, UNEP will help countries to strengthen their environmental institutions and laws. UNEP will strengthen the science-policy interface in carrying out this work. In addition, UNEP will work towards facilitating increased participation of stakeholders in environmental decision-making processes, and access to justice along the lines of Principle 10 and other relevant principles of the Rio Declaration.

Chemicals and Waste

Sound management of chemicals and waste

[image]

Societies continue to experience severe consequences of unsound chemicals management. UNEP will exercise its leadership in assisting countries in developing sound management of chemicals and waste, offering technical support that aims to catalyze the actions of its partners in minimizing the risks of chemicals and waste.

Environmental Outlook

- The risks to the environment and human well-being of increasing levels of chemicals and waste are likely to grow

Objective

- To promote a transition among countries to the sound management of chemicals and waste to minimize impacts on the environment and human health

Expected Accomplishments

EA 1/Enabling environment: Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly including the implementation of related provisions in the MEAs

EA 2/Chemicals: Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related MEAs

EA 3/Waste: Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related MEAs

Strategy

UNEP will work to increase countries' capacities to manage chemicals and waste, including e-waste, within a coherent life-cycle approach. We will promote and catalyse system-wide efforts by the United Nations to lessen the environmental and human health impacts of chemicals and waste, doing so in close collaboration with the chemicals and waste related multilateral environmental agreements

UNEP will catalyse support from UN partners to increase countries' capacities to manage chemicals and waste, including e-waste, within a coherent life-cycle approach.

UNEP will help requesting countries improve and enforce their regulatory and institutional framework for the sound management of chemicals. This will include servicing the SAICM and the establishment of an international legally binding instrument on mercury. UNEP will also seek to further enhance cooperation and coordination in the chemicals and waste cluster throughout their life cycle.

UNEP will also keep under review the trends in chemicals production, use and release, and promote and catalyse implementation of sound management of chemicals and waste, including through multi-stakeholder partnerships.

Resource Efficiency

Accelerating the transition to resource efficient societies

[image]

“Doing more with less” or “decoupling” natural resource use and environmental impacts from economic growth is key in overcoming the pressing challenge of growing resource consumption levels. UNEP is well positioned to support countries and partners transition to a green economy, to use opportunities for cleaner investments and green jobs to address poverty and enhance human well-being.

UNEP will use its expertise in assessing trends in the extraction and use of resources in the global economy to enable informed policy-making, and support governments in implementing national and local solutions through regulatory and economic instruments and policy initiatives. Leveraging insights from scientific and macroeconomic analyses, UNEP will identify investment opportunities for alternative business models and improvements across the life-cycle in the processes of existing, resource intensive industries and supply chains using its convening power to build partnerships to catalyse change on the ground from production to consumption.

Environmental Outlook

- Globally, we are extracting more resources to produce goods and services than our planet can replenish, while a large share of an increasingly urban world population is still struggling to meet basic needs.
- Countries will be increasingly challenged with resource scarcity that will affect economic growth.

Objective

- To promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being

Expected Accomplishments

EA 1/Enabling environment: Science-based green economy in the context of sustainable development and sustainable consumption and production approaches and tools are developed and integrated in macroeconomic and sectoral policies and in urban practices

EA 2/Production and Supply: Uptake of technologies and management practices for resource efficiency in business and financial operations across global supply chains is increased

EA 3/Lifestyles: Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced

Strategy

UNEP will work with partners and UN sister agencies to strengthen the scientific basis for decision-making, provide policy advice to Governments and the private sector to support a transition to a green economy in the context of sustainable development and poverty eradication. UNEP will develop national and city-level capacities to accelerate the development of more sustainable consumption and production patterns. UNEP will assess material flows and resource pressures and impacts and support for the integration of the findings of the International Resource Panel in policy and decision-making processes.

UNEP will also catalyse efforts that advance sustainability within and across the entire supply chain of services and manufactured goods, known as global value chains. UNEP will develop favourable policy and market incentives as well as information tools that enable more sustainable lifestyles.

UNEP will also prioritize support to the 10-year framework of programmes on sustainable production and consumption under the Marrakech Process as requested by the Johannesburg Plan of Implementation, adopted at the World Summit on Sustainable Development.

Environment under Review

[image]

UNEP is the leading organization in the UN system that keeps the world environmental situation under review, using this expertise to facilitate global, regional and national policy-making and to set the global environmental agenda. UNEP will also use its expertise to provide early warning information on emerging environmental issues to inform decision-making by policy makers and the public

Environmental Outlook

- Emerging issues must be tracked to ensure early action where needed
- Inadequacies in links between policy and science communities could hinder decision-making
- The expanding coverage of information systems and networks will provide unique and cost-effective opportunities to link science and information to enhance capacities for decision-making

Objective

- To empower stakeholders in their policy and decision making by providing scientific information and knowledge and keeping the world environment under review

Expected Accomplishments

EA 1/Assessment: Global, regional and national policy-making is facilitated by environmental information made available on open platforms

EA 2/Early Warning: Global, regional and national assessment processes and policy planning are informed by emerging environmental issues

EA 3/Information: The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced

Strategy

UNEP will set the global environmental agenda by delivering assessments that integrate environmental, economic and social information to assess the environment, identify emerging issues and track progress towards environmental sustainability. UNEP will use its position in the EMG to catalyse action based on its findings.

UNEP will work to support capacity-building efforts in developing countries that commit to environmental monitoring and posting of environmental data and information on public platforms, as appropriate, in line with Principle 10 of the Rio Declaration. Furthermore, UNEP will work towards increased participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information. UNEP is committed to disseminating the information in relevant working languages and will deploy increased efforts to make available its official documents in all UN languages.

5. Business Strategy

UNEP's Business Model

The fundamental principles underlying UNEP's approach to delivering the Expected Accomplishments in each of its subprogrammes by the end of 2017 are:

- Catalysing transformative change, particularly through the UN system,
- Leveraging measurable impact through partnerships, and
- Responding to demand for services at national, regional and global levels.

To achieve this, UNEP has identified six main *service lines* that are based on its comparative advantages. These comparative advantages include:

- UNEP serving as the authoritative voice on the global environment and providing the high-level environment policy forum within the United Nations system;
- UNEP's convening power for addressing the full range of environmental issues and has extensive experience in establishing networks with Governments; United Nations entities; international institutions, the broad scientific community; and civil society and the private sector
- UNEP's experience in working with scientific and technical communities and at the science-policy interface, including providing integrated environmental assessments for priority setting and decision making;
- UNEP's long standing support to multi-stakeholder international environmental law and policy processes and its promotion of regional cooperation to address emerging and transboundary environmental issues;
- UNEP's longstanding links to environment ministries, regional environmental bodies, and with the business and private sector on environmental issues including its strong linkages to key environmental bodies through its establishment and housing of convention secretariats for MEAs, its provision of secretariat support for the Scientific and Technical Advisory Panel (STAP) of the GEF; its partnership agreements with collaborating centers of excellence and hosting the secretariat of many partnership initiatives and its network of Regional Offices;
- UNEP's experience in using interdisciplinary approaches to address environmental issues, including the inter-linkages between environmental change, development and human well-being;
- UNEP's central role in the United Nations system for dealing with the environment, and for achieving coherence, through its participation in numerous inter-agency boards, partnerships and other inter-agency mechanisms.

UNEP's service lines are based on these comparative advantages and help clarify what UNEP should and should not do, and support monitoring and prioritizing of deliverables. By ensuring that Outputs and Projects are defined with service lines in mind, and based on demand from countries and UN agencies for such services, UNEP will also be able to better define what it delivers globally, nationally and regionally, and improve the coherence and quality of its work within each service area. The service lines are the following:

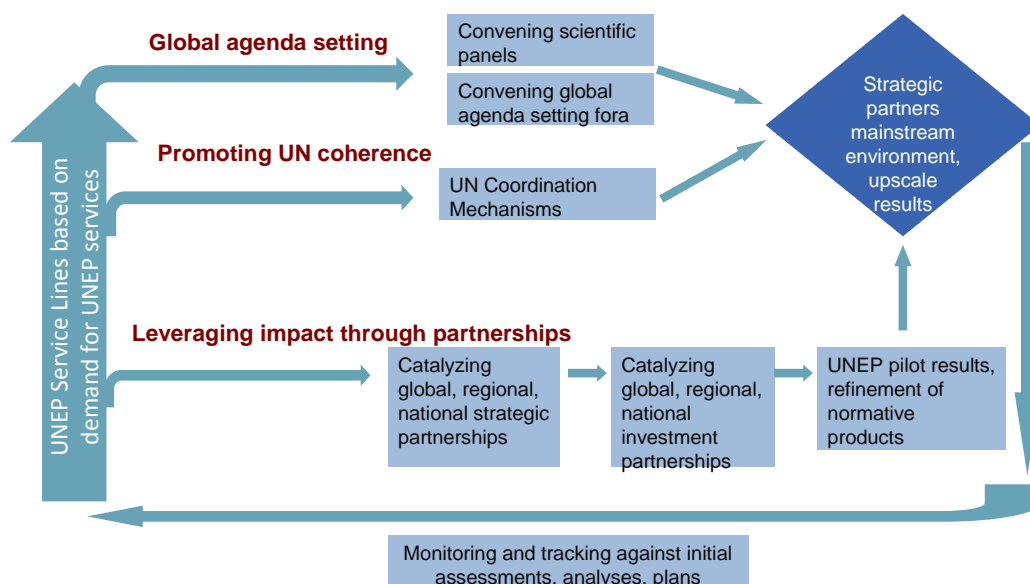
- **Leveraging sound science for policy and decision-making.** UNEP will provide environmental assessments, early warning information, and analysis of environmental contributions to socio-economic development in support of mainstreaming environmental sustainability into policy and decision-making beyond the environment sector. UNEP will utilize the EMG to channel scientific information across the UN-system.
- **Providing technical assistance for environmental law, policy and planning.** Upon request from countries, UNEP will provide technical guidance and support for global, regional and national environmental law and policy development, as well as legal support to help advance implementation and monitoring of agreed international norms and guidelines. This service line will include advisory services in key areas of institution-building, public environmental expenditure review, as well as national budgeting, planning and programming processes, working with and through resident coordinators, United Nations country teams and relevant inter-agency groups.

- **Promoting UN-system wide coherence on environmental matters.** UNEP will work to enhance UN system-wide coherence on environmental matters, integrate environmental safeguards into international programmes and support the “Delivering as One” approach at the national and regional levels.
- **Raising awareness and outreach.** This service line will focus on knowledge sharing, the use of networks and other tools such as events, environmental education and access to information to raise awareness and communicate on relevant issues with a wide range of stakeholders, in line with Principle 10 of the Rio Declaration.
- **Testing innovative solutions and technologies and upscaling results through partnerships.** Upon request from countries, UNEP will support the development of norms, guidelines, innovative tools, and approaches to help countries pilot-test them, and promote their upscaling through strategic partnerships.
- **Facilitating access to funding for the environment.** UNEP will facilitate access to finance for environmental action by “greening” national finance, building country capacity for environmentally sustainable investment, and facilitating country access to private sector funds and multilateral funds, such as the GEF, the Multilateral Fund, the Adaptation Fund and others.

The delivery of UNEP’s work along these service lines will not by itself achieve any of the Expected Accomplishments in the MTS. Figure 1 illustrates how Expected Accomplishments are to be delivered. UNEP will offer the above services lines to support governments and other UN agencies while promoting UN system-wide coherence on environmental issues and to leverage impact through partnerships. UNEP will also monitor and track these impacts to be able to identify change, adjust its business model, enhance its effectiveness and efficiency and communicate achievements and lessons learnt. These themes will run through all of UNEP’s subprogrammes.

UNEP will fully utilize strategic partnerships to catalyse transformative change and leverage impact to contribute to significant results across the globe. Thus, for example while UNEP may pilot tools and methods, the upscaling of their use by partners will be designed at the outset to leverage impact through partnerships. This principle will underline how UNEP uses its services to deliver each subprogramme.

Figure 1. UNEP’s Business Model



Operations Strategy

Under the Medium-Term Strategy for 2014-2017, UNEP must ensure that results-based approaches are fully integrated, from both the strategic and operational perspectives. In a system where results-based management is mainstreamed and accountability for results is the norm, all planning and delivery efforts

within the organization—from programme planning, human and financial resource mobilization, allocation and management to partnerships management, monitoring and evaluation—have mutually reinforcing objectives that enable UNEP to better deliver its services to other UN agencies and countries.

UNEP's Programme Performance Reviews have highlighted the importance of aligning financial and human resources planning with the results UNEP aims to achieve in the MTS and Programme of Work. MOPAN's evaluation of UNEP noted the need for good use of performance information and a strong resource allocation process. This MTS provides the opportunity for a strong operations strategy in which these different elements interact to strengthen UNEP's approach to results based management and enable UNEP to deliver its mandate effectively and efficiently.

UNEP is already taking action to ensure that it is up to par with international best practices and standards by 2015. UNEP's Programme of Work for each biennium (2014-2015 and 2016-2017) will include key performance indicators to ensure it is in line with international best practice. Targets for UNEP's performance indicators will also be centred on bringing greater coherence between key elements of its programme and results-based management framework, in particular through the alignment of programme and budget, including from UNEP's engagement with the GEF.

In addition, UNEP is to become fully compliant with *IPSAS* – international standards for public accounting on 1 January 2014. As per the UN Secretariat's schedule, it should simultaneously implement the UN Secretariat-wide *UMOJA* ERP. UNEP will also review its systems applications to ensure appropriate linkages between its own Programme Information Management System (PIMS) and the new system as the organization further intensifies results-based management.

Other areas for reinforcing UNEP's results-based management will be the continued strengthening of UNEP's programme and project performance monitoring and reporting process, which will entail emphasis on the validation of performance data, instilling a structured approach to the use of performance information and tracking of management actions at project and programme levels. In addition, UNEP will seek to have a better alignment of evaluation scheduling with programme planning and budgeting schedules.

UNEP's emphasis on results will also mean further integration of gender considerations in programme planning and delivery, entailing integration of a gender perspective into all phases of UNEP's programme cycle, from planning to monitoring and evaluation. This process will entail the development of a gender action plan, which shows how gender considerations are factored into project planning.

Furthermore, UNEP will aim for greater coherence between its programmatic needs and the development and consolidation of human capacities. The objective is to optimize the planning, recruitment and development of these resources in order to attract and retain staff of the calibre required. UNEP will therefore institutionalize annual training programmes to build the capacity of staff to manage in a results-based organization, while keeping staffing budgets within strict limits. If as expected, demand for UNEP's services grows, this will provide an opportunity for the organization to strengthen the competencies required to reach out and work through partnerships.

A growing number of state and non-state organizations will be working in the same fields as organizations in the UN system. The changing global context requires partnerships to be developed both within and outside the UN system to ensure complementarity, reduce fragmentation and enhance impact. With its revamped policy on partnerships, UNEP will further strengthen its selection of partners and monitoring of its delivery through partnerships, optimizing the respective added value of UNEP and partner UN entities, both in substantive areas as well as in the provision of services to member states. The strategy for broadening partnerships and alliances will entail bringing coherence through UN system-wide partners on environmental issues through the EMG, UNDG and UN Country Teams (UNCTs). It will also entail partnerships with the development banks and the private sector, as well as with other Major Groups, which will allow for a more effective focus on issues relating to particular groups.

UNEP also aims to use its strategic presence with primarily regional and some limited country presence to strengthen its coherence and efficiency by working within established UN regional coordination structures,

including the regional UNDG teams and the Regional Coordination Mechanisms (RCMs) to ensure that environmental considerations are adequately reflected across UN policy and development assistance activities. At the country level, UNEP will utilize its Regional Offices to work within the UN Country Team (UNCT) structures where applicable and programming processes and contribute with environmental expertise in the development of national development plans and strategies and UN Development Assistance Frameworks (UNDAFs) to help ensure integration of environment in the UN work at the country level. The aim is to strengthen cooperation with other UN organizations within the framework of "Delivering as One" to achieve transformational changes that would not be possible by UNEP on its own.

Internally, UNEP Divisions and Regional Offices will work together based on their respective comparative advantages, towards sustainable results at the regional and country level that meet the needs and priorities of the respective countries. UNEP's thematic Divisions will continue to lead the organization's established normative and advocacy roles at the global level, while the Division for Regional Cooperation and the Regional Offices will strengthen their programme coordination function to ensure an integrated and relevant delivery of the subprogrammes at regional and national level. The Division for Regional Cooperation and the Regional Offices will provide the critical link between the subprogrammes and the regional and national needs and priorities, and will coordinate and orchestrate the UNEP-wide demand-driven support to UN agencies and countries.

Finally, accountability will be the cornerstone of UNEP's results-based management. UNEP is accountable to member states and, through them, the people it ultimately serves. This translates internally to the accountability of organizational units and ultimately to staff at all levels in the organization. Accountability for the attainment of different elements of the organization's overall goals is assigned to particular Divisions. The accountability for delivery of a Division's work is further assigned to individual staff members through their work plans, which are monitored on a yearly basis.

Key principles as UNEP moves forward in these areas are:

- A keen understanding of stakeholder needs;
- Timely and efficient delivery;
- Leadership that fosters a sense of common purpose and direction, maintaining an internal environment in which staff can be fully engaged in the achievement of the organization's objectives;
- External and internal communication to ensure staff is motivated and stakeholders, starting with member states, are aware and proud of UNEP's achievements; and
- Availability of information and systems to facilitate management decisions, monitor effectiveness and efficiency, and improve the organization's performance.

Resourcing the Strategy

UNEP will resource the MTS through its core funding—the Environment Fund plus extrabudgetary sources, the UN's Regular Budget and financing from the Global Environment Facility (GEF), where the funding sought will be complementary to what UNEP funds through other sources of funding. UNEP will explore the potential for results-based budgeting within the budget planning exercise of its Programme of Work 2014-2015 and a resource allocation process based on performance information, in line with key results based management principles.

As the achievement of many of the EAs will depend on the commitments and endeavours of other actors, UNEP cannot look solely to the resources that flow through its own books to meet its global goals. There are reasons to be optimistic for the 2014-2017 biennia, despite a high degree of volatility in the external environment to UNEP. First, support is widening and deepening for sustainable development and a new inclusive green economy paradigm as a platform from which to design country development strategies. As countries request support for UNEP services, UNEP will work to catalysing donor support for those services that fall within UNEP's comparative advantage and where the results will contribute to the delivery of the

MTS and associated programmes of work. Particular attention will be paid to how UNEP will deliver such services through the most cost-effective means, leveraging the strengths of partners to maximise efficiency.

Furthermore, UNEP has strengthened alignment of its work with the Global Environment Facility (GEF) to further enhance complementarity with the UNEP Programme of Work. Thus, the entire stream of GEF revenue will directly support the achievement of the MTS, while respecting the concept of complementarity and additionality. Finally, UNEP will have implemented most of its reforms by 2014, meaning that UNEP as an institution will have well integrated results-based management, programming and budgeting and will be in a position to present an even clearer value-for-money proposition to donors.

6. Risk Management

UNEP recognizes that risk management is an integral component of the organization. UNEP also recognizes that given its focus area it is potentially exposed not only to physical, financial and political risks but also significant reputational risks. As part of its drive to enhance accountability and performance management, UNEP will ensure it has appropriate controls and processes to reduce and manage these various types of risks, and to effectively deploy resources to ensure efficiency in its operations and value for money.

UNEP develops an effective corporate risk management framework taking into account the UN Secretariat policy adopted in May 2011. Such a framework allows the organization to identify risks, assess potential impact and proactively manage the risks for the organization as a whole. Such a framework enables management and staff in UNEP to have timely reviews of significant risks and take the management actions required to address them.

UNEP will also continue its engagement with UN Agencies to implement the UN system-wide Framework for Environmental and Social Sustainability, as endorsed by the United Nations Chief Executives Board for Coordination in September 2011. In particular, UNEP will institutionalize environmental and social safeguards which will mitigate risks from the implementation of its projects and programs.

Finally, UNEP will continue to strengthen a process for identifying, evaluating and managing organization-wide risks, which include:

- Financial risks i.e. predictability of contribution, fluctuations in exchange rates, expenditure controls, e.t.c.;
- the rate of receipt of overall income versus projected expenditure within the programme;
- the rate of overall expenditure versus the rate of progress in delivering the PoW;
- compliance with UN and UNEP policies (e.g. UNEP's policy on partnerships including with the private sector) and;
- cost recovery policy and procedures
- political instability in some of the countries in which UNEP may be providing support;

At project level, UNEP is implementing a Project-at-Risk system as an integral element of the Programme Information Management System (PIMS). The system draws upon selected data on four dimensions of project performance:

- Expenditure rates;
- funding status;
- milestone achievement in projects and;
- project cycle timeliness (from start-up to closure)

Projects that exceed pre-established thresholds, within any of these four dimensions of project performance, will be flagged as projects at risk. The system will generate a register as well as an automated report of all projects at risk (based on one or more of the dimensions) every 6 months. Projects at risk will also be searchable by Region, Country, Division, Regional Office and Subprogramme enabling managers at all levels in UNEP to have requisite

information for decision-making relating to project portfolios is to enable management at all levels in UNEP to regularly review data from UNEP's internal control framework.

Risk indicators will be linked to UNEP's other organizational performance indicators as appropriate and follow best practice. Senior UNEP management would also review the internal controls to ensure adequate design of controls to capture and evaluate failings and weaknesses, if any exist, and take prompt action, as appropriate.

7. Evaluation of the MTS

The MTS constitutes the highest-level programmatic results framework for UNEP and provides the vision and direction for all UNEP activities for the period, against which UNEP will carry out its evaluation. A prominent feature of the MTS is its results-based approach. This approach is mirrored by UNEP's approach to evaluation, which has a strong focus on the assessment of UNEP's performance in delivering the MTS objectives and the EAs, by proposing a combination of evaluations at different levels, which are complementary to each other. Project evaluations aim to assess project performance and determine the outcomes stemming from projects. They identify lessons of operational relevance for future project design and implementation. Project evaluations also feed into the evaluation of EAs, by focusing on the role and performance of UNEP in achieving the set of outcomes that are specified in a programme framework and presented in the PoW. Evaluations of Expected Accomplishments will be undertaken as a part of the Evaluation of the performance of UNEP's subprogrammes. Each subprogramme evaluation examines the achievement of results, relevance, effectiveness, efficiency and sustainability of the delivery of the subprogramme.

In addition, UNEP will conduct a formative evaluation of the design of the PoW at the start of each biennial period. Formative evaluations are those that assess the causal relationships embedded in the projects within each Programme Framework to understand whether these projects are optimally linked to the EAs. Formative evaluations also help with the identification of performance measures and key 'impact drivers' for use by project/programme managers in project implementation.

UNEP will review the quality of its project supervision function on a biennial basis, providing useful feedback to UNEP managers to ensure consistent high quality in project supervision throughout the organization.

Finally, UNEP will conduct an overall evaluation of the MTS 2014-2017 at both the mid- and end-points of the MTS period, that is, mid-2015 and end-2017, so as to ensure optimal timing for at least the mid-term evaluation findings to be fed into the planning of the next MTS 2018-2022 and PoW 2018-2020. Evaluations of the MTS will assess progress made towards the achievement of the higher level results specified in the strategy with the objective of providing evaluative evidence on the effectiveness and efficiency of UNEP's implementation and delivery, identify challenges in MTS implementation and provide lessons and recommendations to guide the future strategic direction of the organization and improve programme formulation and implementation.