

# Programme of Work 2014-2015

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## Legislative mandates

### *General Assembly resolutions*

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
65/131	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
62/98	Non-legally binding instrument on all types of forests
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
65/128	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
65/129	Cooperation between the United Nations and the Economic Cooperation Organization
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/70	Effects of atomic radiation
66/71	International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)
66/121	Policies and programmes involving youth
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
65/2	Outcome Document of the High-level review Meeting on the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-fifth session
66/211	Science and technology for development
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/219	South-South cooperation
66/223	Towards global partnerships
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)

### *Governing Council decisions*

26/9	Proposed biennial programme of work and budget for 2012–2013
SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance III: Intergovernmental strategic plan for technology support and capacity-building

	IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	Sustainable development of the Arctic region
SS.X/3	Medium-term strategy for the period 2010-2013
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/27	Support to Africa
20/28	Promoting interlinkages among global environmental issues and human needs
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/24	Policy and advisory services in key areas of institution-building
22/7	Engaging business and industry
22/9	Support to Africa
22/10	Poverty and the environment in Africa
22/11	Sustainable development of the Arctic
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/18	Civil society II: Long-term strategy on engagement and involvement of young people in environmental issues III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
23/6	Keeping the world environmental situation under review
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection

### **Subprogramme 1. Climate change**

#### *General Assembly resolutions*

61/199	International cooperation to reduce the impact of the El Niño phenomenon
66/200	Protection of global climate for present and future generations of humankind
66/206	Promotion of new and renewable sources of energy

#### *Governing Council decisions*

22/3	Climate and atmosphere I: Adaptation to climate change II: Intergovernmental Panel on Climate Change
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23/1 Bali Strategic Plan for Technology Support and Capacity-building

## **Subprogramme 2. Disasters and conflicts**

### *General Assembly resolutions*

53/242 Report of the Secretary-General on environment and human settlements  
65/131 Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster  
66/31 Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control  
63/137 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster  
63/217 Natural disasters and vulnerability  
66/119 Strengthening of the coordination of emergency humanitarian assistance of the United Nations  
66/199 International Strategy for Disaster Reduction  
66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

### *Governing Council decisions*

22/1 Early warning, assessment and monitoring  
IV: Post-conflict environmental assessment  
V: Environmental situation in the Occupied Palestinian Territories  
21/17 Further improvement of the international response to environmental emergencies  
22/8 Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation  
23/7 Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster  
23/11 Gender equality in the field of the environment  
25/12 Environmental situation in the Gaza Strip  
26/15 Strengthening International Cooperation on the Environmental Aspects of Emergency Response and Preparedness.

## **Subprogramme 3. Ecosystem management**

### *General Assembly resolutions*

58/217 International Decade for Action, "Water for Life", 2005-2015  
65/155 Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development  
66/68 Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments  
64/198 Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015  
66/205 Sustainable mountain development  
66/231 Oceans and the law of the sea

### *Governing Council decisions*

20/25 Freshwater  
21/28 Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements  
21/29 Establishment of a regional seas programme for the Central-East Pacific region

22/1	Early warning, assessment and monitoring II: Global assessment of the state of the marine environment III: World Conservation Monitoring Centre
22/2	Water I: Water policy and strategy of the United Nations Environment Programme II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities III: Regional seas programmes IV: Coral reefs V: Marine safety and protection of the marine environment from accidental pollution
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues
24/16	Updated water policy and strategy of the United Nations Environment Programme A: Freshwater B: Coasts, oceans and islands
25/10	Intergovernmental science-policy platform on biodiversity and ecosystem services

#### **Subprogramme 4. Environmental governance**

##### *General Assembly resolutions*

59/237	United Nations Decade of Education for Sustainable Development
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/202	Convention on Biological Diversity

##### *Governing Council decision*

SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme II: Strengthening the scientific base of the United Nations Environment Programme V: Multilateral environmental agreements VI: Enhanced coordination across the United Nations system and the Environmental Management Group
SS.X/5	Global Environment Outlook: environment for development
20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
22/1	Early-warning, assessment and monitoring IA: Strengthening the scientific base of the United Nations Environment Programme IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/6	Keeping the world environmental situation under review
24/1	Implementation of decision SS.VII/1 on international environmental governance

	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/11	fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)
25/2	World environmental situation

### **Subprogramme 5. Chemicals and waste**

#### *Governing Council decisions*

SS.IX/1	Strategic approach to international chemicals management
SS.X/1	Chemicals management, including mercury and waste management
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
25/8	Waste management
26/3	Chemicals and wastes management
26/7	26/7 Consultative process on financing options for chemicals and wastes
26/12	Enhancing cooperation and coordination within the chemicals and wastes cluster

### **Subprogramme 6. Resource efficiency**

#### *General Assembly resolutions*

60/190	Global Code of Ethics for Tourism
66/185	International trade and development

#### *Governing Council decisions*

20/19	Contribution of the United Nations Environment Programme to the Commission on Sustainable Development at its seventh session
	E: Changing production and consumption patterns
20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services
21/14	Trade and environment
22/6	Promotion of sustainable consumption and production patterns
26/5	Ten-year framework of programmes on sustainable consumption and production
SS. XII/7	Work by the United Nations Environment Programme on sustainable consumption and production

### **Subprogramme 7. Environment under review**

#### *General Assembly resolutions*

66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session (para 4)
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#### *Governing Council decisions*

SS.VIII/1	II: Strengthening the scientific base of the United Nations Environment Programme
SS.X/5	Global Environment Outlook: environment for development
22/1	Early-warning, assessment and monitoring

23/6	IA: Strengthening the scientific base of the United Nations Environment Programme
24/1	IB: Early warning and assessment process of the United Nations Environment Programme
24/11	Keeping the world environmental situation under review
25/2	III: Strengthening the scientific base of the United Nations Environment Programme
	Intensified environmental education for achieving sustainable development
	World environmental situation

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## Board of Auditors recommendations (A/67/XXX)

### Audited financial statements of the United Nations Environment Programme for the biennium ended 31 December 2011

The Board of Auditors of the United Nations audited the financial statements of UNEP for the biennium 2010-2011, recommending that a number of actions be taken. The table below summarizes those of the Board's recommendations that have not yet been fully implemented and the steps taken in response to those recommendations. Except where specified otherwise, the recommended action and the action taken to implement the recommendation refer to action by UNEP

<i>Action recommended by the Board of Auditors</i>	<i>Action taken in response to the recommendation</i>
<p>In paragraph 46 of the report, UNEP agreed with the Board's recommendation that UNEP (a) continues to review the nature of its relationship with each of the multilateral environmental agreements (MEAs) taking full account of the extent to which the MEAs have already implemented procedures that place them outside the scope of UNEP's operational and financial control, and (b) determines for the purposes of IPSAS transition whether the MEAs concerned remain within or under the operational and financial control of UNEP.</p>	<p>Department responsible: UNEP Office for Operations/DELC Status: In progress Target date: 31 December 2013</p>
<p>In paragraph 51, the Board recommended that for future financial statements, UNEP requests that UNON enhance the disclosures within its financial statements by (a) inserting a footnote to Statement I to state the value of negative entries caused 'by the cancellation of obligations created in previous periods, and from projects (b) amends the line entry titled "Savings on or cancellation of prior period obligations" on its Financial Statement I to reflect 'that remain on-going, and 'that the balance relates only to completed projects. However UNEP and UNON do not accept the recommendation as they follow UN HQ reporting format which does not include such disclosure.</p>	<p>Department responsible: UNON/UNEP Office for Operations Status: Not Accepted Target date: N/A</p>
<p>In paragraph 66 of the report, the Board recommended that UNEP considers the feasibility of introducing procedures to mitigate exchange rate risks; subject to guidance from UN HQ, and a consideration of the costs and benefits.</p>	<p>Department responsible: UNON/UNEP Office for Operations/UN Controller/UNHQ Treasury Status: In progress Target date: 31 December 2012</p>
<p>In paragraph 69 of the report, the Board reiterated that UNEP set up specific arrangements to fund its liabilities for end-of-service and post-retirement benefits, for consideration and approval by its Governing Council and the General Assembly. The Board recognises that UNEP will need to seek guidance from UN HQ on this matter.</p>	<p>Department responsible: UN Dept of Management Status: In progress (dependant on OPPBA direction) Target date: None (dependant on OPPBA direction)</p>
<p>In paragraph 74 of the report, UNEP agreed with the Board's recommendation that UNEP and UNON each assign an appropriate individual to monitor the impact of exchange rate fluctuations on its cash balances, as translated into US Dollars, and to alert senior management on any action needed to avoid losses.</p>	<p>Department responsible: UNON/UNEP Office for Operations/UN Treasury Status: In progress Target date: 31 December 2012</p>



In paragraph 76 of the report, the Board also recommended that UNEP, in liaison with UNON, seeks guidance and clarification from UNHQ on the management of currency exchange risk on all large non-USD balances within its investment pool.

Department responsible:  
UNON/UNEP Office for  
Operations/UN  
Controller/UNHQ Treasury  
Status: In progress  
Target date: 31 December  
2012

In paragraph 79 of the report, UNEP agreed with the Board's recommendation that UNEP review all cash balances paid out to its implementing partners, and recovers all sums which are not due to be expended within a reasonable period, and at most within a six month period.

Department responsible: All  
UNEP Divisions/UNEP Office  
for Operations  
Status: In progress  
Target date: 31 December  
2013

In paragraph 83 of the report, UNEP agreed with the Board's recommendation that UNEP and UNON investigate all unsupported balances within its ledgers, and cleanse the ledgers through appropriate write-offs.

Department responsible:  
UNON/UNEP Office for  
Operations  
Status: In progress  
Target date: 31 December  
2013

In paragraph 90 of the report, UNEP agreed with the Board's recommendation that UNEP, with the input of UNON, strengthens the controls around the capture and recording of its assets, and address the underlying reasons for the omission of assets from asset registers identified during 2010-2011.

Department responsible:  
UNON/UNEP Office for  
Operations  
Status: In progress  
Target date: 31 December  
2013

In paragraph 93 of the report, UNEP agreed with the Board's recommendation that UNEP proceeds with the development and implementation of Enterprise Risk Management, and that UNEP should develop, during 2012, a specific plan for implementation, including timescales and allocation of responsibilities to individuals for implementation

Department responsible:  
UNEP Office for Operations  
Status: In progress  
Target date: 31 December  
2012

In paragraph 102 of the report, UNEP agreed with the Board's recommendation that UNEP (a) requires requisitioners to channel through the UNON Procurement Section all procurement requirements that fall under the procurement delegation of UNON, so that only the UNON Procurement Section creates commitments to vendors, in accordance with existing rules; (b) regularly reviews, at least quarterly, its use of waivers and ex-post-facto approvals, to assure itself that the use is justified.

Department responsible:  
UNON/UNEP Office for  
Operations  
Status: In progress  
Target date: 30 June 2013

In paragraph 107 of the report, UNEP agreed with the Board's recommendation that UNEP and UNON, before the end of 2012, agree a detailed and costed delivery plan that covers all aspects of IPSAS implementation, setting out the key milestones to be achieved from the present time until the delivery of the first set of IPSAS compliant financial statements in 2014.

Department responsible:  
UNON/UNEP Office for  
Operations  
Status: In progress  
Target date: 31 December  
2012

In paragraph 110 of the report, UNEP agreed with the Board's recommendation that UNEP, in liaison with UNON, clarify its plan for funding its implementation of IPSAS before the end of 2012.

Department responsible:  
UNON/UNEP Office for  
Operations  
Status: In progress  
Target date: 31 December  
2013

In paragraph 121 of the report, UNEP agreed with the Board's recommendation that UNEP require future project proposals to articulate clearly the baselines,

Department responsible:  
UNEP Office for Operations

targets, data sources and methods to be used to measure progress towards intended results.

Status: In progress  
Target date: 31 December 2012

In paragraph 127 of the report, UNEP agreed with the Board's recommendation that (a) UNEP project managers notify senior management of all projects that are not progressing to time, cost and/or quality, the reasons for the problems, and proposed actions to address them; and (b) senior management reviews progress to assess whether the proposed actions have been addressed, and requires such action to be reported as part of the Programme Performance Reports.

Department responsible:  
UNEP Office for Operations  
Status: In progress  
Target date: 31 December 2012

In paragraph 129 of the report, UNEP agreed with the Board's recommendation that UNEP senior management team review performance and progress against its strategic plan, at least every six months, and that it documents its consideration, including any actions to be taken. UNEP had begun to implement this recommendation at the time of the Board's final audit.

Department responsible:  
UNEP Office for Operations  
Status: In progress  
Target date: 31 December 2012

In paragraph 134 of the report, UNEP agreed with the Board's recommendation that UNEP before the end of 2012, it determine the best way to embed learning across portfolios, allocating responsibility to the relevant sections to implement actions to address the areas for improvement.

Department responsible:  
UNEP Office for Operations  
Status: In progress  
Target date: 31 December 2012

Status of implementation of BOA recommendations for prior financial periods

<i>Action recommended by the Board of Auditors</i>	<i>Action taken in response to the recommendation</i>
<p>In paragraph 29 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP take advantage of the installation of the new enterprise resource planning system to set up indicators for the regular monitoring of the cash situation</p>	<p>Department responsible: UNON/UNEP Office for Operations/Department of Management            Status: In progress            Target date: 2014 (on implementation of UMOJA)</p>
<p>In paragraph 38 of the 2006-2007 BOA audit report, UNEP agreed with the Board's recommendation that UNEP continue to prepare for the implementation of IPSAS in collaboration with the United Nations Office at Nairobi; and (b) specify its 'needs for the migration of the Crystal software to the future enterprise resource planning system of the Secretariat (Umoja).</p>	<p>Department responsible: UNON/UNEP Office for Operations            Status: In progress            Target date: 31 December 2013</p>
<p>In paragraph 88 of the 2008-2009 BOA audit report, the Board recommendation that UNEP in collaboration with the United Nations Headquarters Administration, revise its accounting treatment of education grants. However, in its 2010-2011 audit report, the BOA acknowledged that the recommendation cannot be implemented without a change in UNHQ procedures.</p>	<p>Department responsible: UN Department of Management            Status: Not accepted            Target date: N/A</p>
<p>In paragraph 112 of the 2006-2007 BOA audit report, the Board recommendation that UNEP set up specific funding to balance its liabilities for end-of-service and post-retirement benefits, for consideration and approval by its Governing Council and the General Assembly. However, in its 2010-2011 report, the BOA acknowledged the OPPBA guidance is required in this regard before UNEP can take any action. In turn, OPPBA requires direction from the General Assembly. This guidance/direction has yet to be provided.</p>	<p>Department responsible: UN Department of Management            Status: In progress (dependant on OPPBA direction)            Target date: None (dependant on OPPBA direction)</p>
<p>In paragraph 129 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP consider a review of its policy for the valuation of leave liability in its implementation of IPSAS. However, in its 2010-2011 audit report, the BOA acknowledged that the recommendation cannot be implemented without a change in UNHQ procedures.</p>	<p>Department responsible: UN Department of Management            Status: Not accepted            Target date: N/A</p>
<p>In paragraph 134 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP ensure that all indicators of achievement are supported by documentary evidence</p>	<p>Department responsible: UNEP Office for Operations            Status: In progress            Target date: 31 December 2012</p>
<p>In paragraph 156 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP in coordination with the United Nations Office at Nairobi: add a required field in the IMIS system so that the relevant contract number can be entered for goods and services orders associated with a particular contract; and keep the contract management database up to date.</p>	<p>Department responsible: UNON/UNEP Office for Operations            Status: In progress            Target date: 31 December 2013</p>
<p>In paragraph 163 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP extend the inventory management system to outposted and liaison offices</p>	<p>Department responsible: UNON/UNEP Office for Operations            Status: In progress            Target date: 31 December 2013</p>

In paragraph 177 of the 2008-2009 BOA audit report, UNEP agreed with the Board's recommendation that UNEP in coordination with the United Nations Office at Nairobi: take advantage of the upcoming implementation of the new enterprise resource planning system to eliminate journal voucher entries; and strengthen internal control over journal voucher entries and the access rights to make them

Department responsible:  
UNON/UNEP Office for Operations  
Status: In progress  
Target date: 2014 (on  
implementation of UMOJA)

## Assignment by division and subprogramme

Table 1: Statutory obligations related to monitoring and reporting of the programme of work 2014–2015

	(1) Climate change: DTIE	(2) Disasters and Conflicts: DEPI	(3) Ecosystems management: DEPI	(4) Environmental governance: DELC	(5) Chemicals and Waste: DTIE	(6) Resource efficiency: DTIE	(7) Environment under Review: DEWA
<b>DEWA</b> Expected accomplishments							EA 1, EA 2, EA 3,
Programme of work outputs	1/b/2,				5/b/1,		7/a/1, 7/a/2, 7/a/4, 7/b/1, 7/b/2, 7/c/1,
<b>DELC</b> Expected accomplishments				EA 1, EA 2,			
Programme of work outputs			3/c/5	4/a/1, 4/a/2, 4/a/3, 4/a/4, 4/a/5, 4/b/1, 4/b/2, 4/b/3,			
<b>DEPI</b> Expected accomplishments	EA 1, EA 3,	EA 1, EA 2,	EA 1, EA 2, EA 3,				
Programme of work outputs	1/a/1, 1/a/2, 1/a/4, 1/a/5, 1/c/1, 1/c/2, 1/c/3	2/a/1, 2/a/2, 2/b/1, 2/b/2, 2/b/3	3/a/1, 3/a/2, 3/a/3, 3/b/1, 3/b/2, 3/b/3, 3/c/1, 3/c/3, 3/c/4		5/b/5,		
<b>DTIE</b> Expected accomplishments	EA 2,				EA 1, EA 2, EA 3,	EA 1, EA 2, EA 3,	
Programme of work outputs	1/b/1, , 1/b/3, 1/b/4, 1/b/6,	2/a/3	3/a/5, 3/b/5, 3/c/2		5/a/1, 5/a/2, 5/a/3, 5/a/4, 5/b/2, 5/b/3, 5/b/4, 5/b/6, 5/b/7, 5/c/1, 5/c/2, 5/c/3,	6/a/1, 6/a/2, 6/a/3, 6/a/4, 6/a/6, 6/b/1, 6/b/3, 6/b/4, 6/b/5, 6/b/6, 6/c/1, 6/c/2, 6/c/3,	
<b>DRC</b> Expected accomplishments				EA 3,			
Programme of work outputs	1/a/3, 1/b/5		3/a/4, 3/b/4	4/a/6, 4/b/4, 4/c/1, 4/c/2, 4/c/3,	5/a/5, 5/a/6, 5/c/4,	6/a/5, 6/b/2,	7/a/5, 7/a/6, 7/c/2, 7/c/2,
<b>DCPI</b> Programme of work outputs	1/a/6, 1/b/7	2/a/4				6/c/4,	7/a/3, 7/b/3, 7/c/4,

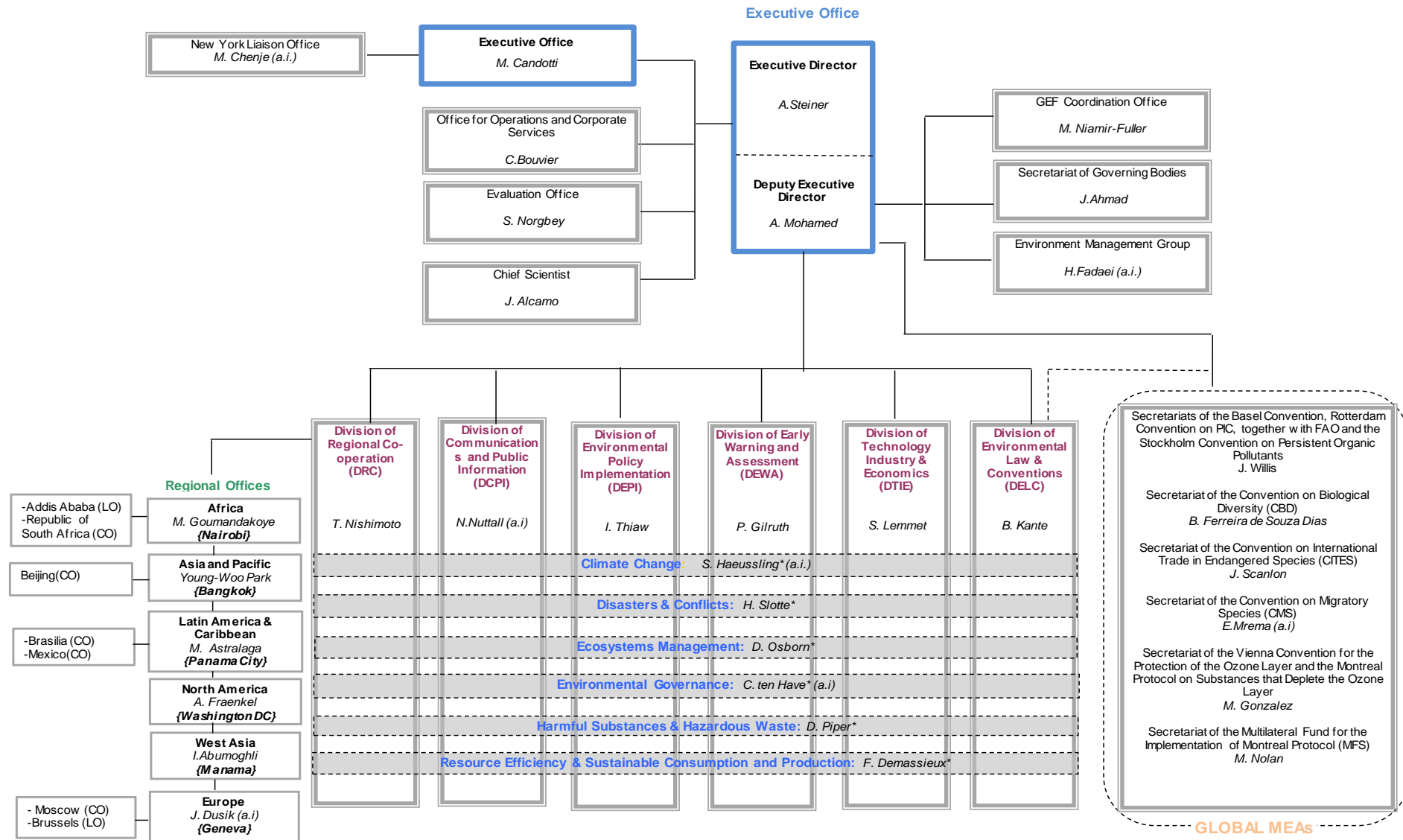
Note: ST/SGB/2000/8 defines the regulations and rules under which monitoring is undertaken throughout the Secretariat. It requires programmes to be assessed in terms of results achieved and outputs delivered.

\* The sequential numbering of programme of work outputs, e.g., 1/a/1, corresponds to subprogramme/expected accomplishment/output.

## Organizational structure<sup>1</sup>

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<sup>1</sup> Information on “RB” (United Nations regular budget) for the biennium 2012–2013 is projected for indicative purposes into the biennium 2014–2015 and has not been re-costed.



**KEY:**

- \*: Subprogramme Coordinators
- MEAs - Multilateral Environmental Agreements
- a.i - Ad Interim
- CO- Country Office
- LO- Liaison Office

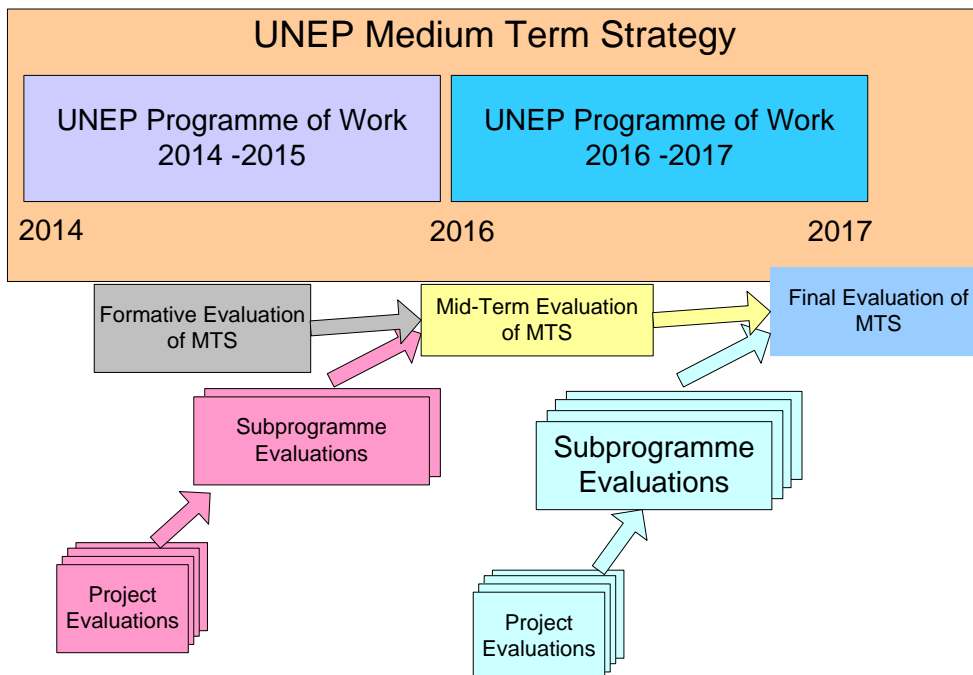
## Evaluation Plan

A prominent feature of the UNEP MTS is its results-based approach. This approach is mirrored by UNEP's approach to evaluation, which has a strong focus on UNEP's performance in achieving results. The current approach to evaluating UNEP's performance in delivering the MTS objectives and EAs proposes a combination of evaluations at different levels, which are complementary to each other. The approach to evaluating the MTS is designed to address several key questions and issues that are critical to determining the extent to which UNEP has delivered its Programmes of Work. Key among them are the following:

- How relevant were the interventions implemented by UNEP and how efficiently and effectively have the interventions been implemented? In evaluating efficiency and effectiveness, issues related to partnerships forged, delivery of outputs, cost effectiveness, and adaptive management, among other things, will be considered.
- To what extent, have stated programme objectives been met taking into account the "achievement indicators" in the Programme of Work? The analysis of outcomes achieved would include, inter alia, an assessment of the extent to which the programme has directly or indirectly influenced policy and decision-making, paying particular attention to the actual use of UNEP products and services.
- As a cross cutting theme, the evaluations will seek to establish the extent to which progress has been made in delivering the Bali Strategic Plan on Capacity Building and Technology Support.
- The evaluations will identify and assess the key conditions or factors that are likely to contribute to or undermine the persistence of benefits (sustainability) after the UNEP interventions come to an end. Some of these factors might be outcomes of the programmes, e.g. stronger institutional capacities or better informed decision-making.
- How effectively has UNEP delivered its Work Programme as "One UNEP" through effective collaboration across Divisions and with collaborating partners?
- Are UNEP interventions likely to have any lasting impacts in relation to the environment and poverty?
- Are UNEP interventions likely to have any lasting differential impacts in relation to gender equity and equality? We are interested in gender issues if they are relevant to the programme outcomes or are of key importance to the processes that aim to achieve these outcomes.

The above questions shape the specific focus and scope of the different evaluations that constitute the evaluation work programme. The approach to evaluating the POWs within the MTS will involve systematic assessments of the projects and subprogrammes using information and data collected to measure performance indicators at the subprogramme level (see Figure 1). With plans to deliver the POW outputs, and contribute to the delivery of Expected Accomplishments, through a project modality, the evaluation of projects will continue using earmarked resources from within the project budgets. All evaluations will be conducted in accordance with the UN standards for evaluation to ensure consistency in the quality of evaluations and to enable the findings to be used for evaluations at the subprogramme and Expected Accomplishment levels.





**Figure 1: Approach to evaluating the POWs within the MTS**

### Evaluating performance

A set of standard evaluation parameters will be applied to evaluate performance and aid attempt to aggregate results across different UNEP interventions that contribute to POW and MTS Expected Accomplishments. These are generally applicable analytical measures that are used for most types of UNEP evaluations and are consistent with international best practice and the Standards for Evaluation in the UN System. The evaluation parameters include:

1) Extent of achievement of objectives and planned results	7) Efficiency in financial planning and management
2) Sustainability of programme outcomes	8) Implementation approach and adaptive management
3) Level of attainment of outputs and activities	9) Effectiveness in programme monitoring
4) Cost effectiveness of the intervention	10) Extent to which the interventions are replicable
5) The extent of country ownership	11) Extent of stakeholder involvement
6) Gender issues relevant to the outcomes themselves or processes to achieve outcomes	

The above parameters are routinely used in the evaluations and ratings are given for each on a six point scale that runs from 'Highly Satisfactory' to 'Highly Unsatisfactory'. The Evaluation Office will apply its well-established quality control processes that assess project ratings based on the evidence presented in the evaluation reports and make judgments on the quality of such reports in relation to international best practice.

### Work Plan

This work programme translates the generic Evaluation Approach into a Work Programme for implementation over the two biennia, which covers the MTS period. It takes account of the resources available and what the Office determines would facilitate the evaluation of the POW for 2014-15 and 2016-17 as part of the overall evaluation of the MTS.

### Scope and Objectives

The scope of the work of evaluation function of UNEP comprises the programmes and projects of the Environment Fund and related trust funds as well as projects of the Global Environmental Facility (GEF) that are implemented by UNEP.

Specifically the objectives of this plan are:

- to assess the effectiveness, efficiency, relevance, quality, usefulness and impact of UNEP programmes;
- to derive and share lessons learned from the implementation of programme and project activities;
- to ensure that evaluation recommendations issued and accepted by UNEP programme management and Division Directors are implemented; and
- to ensure that, in liaison and co-operation with UNEP Divisions and the Joint Inspection Unit (JIU), that recommendations provided by the JIU are implemented and that major issues and emerging trends are brought to the attention of Senior Management for action.

### ***Principles***

The human resources available to the Evaluation Office are the principal limiting factor in the design of this evaluation Work programme. Since the volume of work on the evaluation work programme exceeds the available capacity to complete it, priorities must be clearly set.

The following principles were used to inform a simple scoring approach to rank the prospective evaluation activities in the rolling Evaluation Office workplan:

- i) Afford the highest priority to Subprogramme Evaluations
- ii) Afford high priority to project evaluations as they are essential to subprogramme evaluations.
- iii) Evaluations of projects that have already been completed should be undertaken before those that are yet to finish.
- iv) Prioritize projects with larger total budgets over smaller ones
- v) Prioritise projects where the magnitude / distribution of benefits are likely to be greater.

It is proposed that since one post in the Evaluation Office has been allocated specifically for GEF evaluations, at least 12 GEF evaluations will feature in the priority evaluations annually. Demand for the evaluation of GEF project is in the order of 30 annually. It is estimated from experience in previous years and analysis of staff time required to oversee the evaluation processes that one staff equivalent can complete a maximum of 12 project evaluations per year. To complete all required GEF Evaluations in any one year would require an additional staff member or an individual contractor paid for by the GEF to provide evaluation oversight on the remaining GEF project evaluations. Priorities within the GEF evaluation portfolio will be discussed with the GEF Coordination Office prior to completion of this exercise. The Evaluation Office will henceforth only conduct mid-term evaluation for GEF Full Sized projects that have been reported to the GEFSEC as being at risk or are jointly implemented.

Evaluations that have already started are automatically incorporated into the work plan, as they are no longer prospective, together with an estimate of the staff time required to reach their completion.

Prospective evaluations were scored against the criteria associated with these principles and ranked in order of priority. A staff time estimate for each evaluation will be made. The scope of the feasible work plan is estimated by considering evaluations in order of priority. The feasible work plan is defined as the point at which the cumulative staff time required equates to the total staff time available within the Evaluation Office.

### ***Planned Activities and Related Outputs***

#### **Formative Evaluation**

Early in the first biennium, the Evaluation Office will undertake a formative evaluation of the causal relationships embedded in the projects within each Programme Framework to understand whether these projects are optimally linked to the Expected Accomplishments. By mapping out each project's causal pathways it will become clear how these projects are likely to contribute to the EAs and whether the interventions utilize common actors, are mutually reinforcing and converge /synergize with one another to deliver against the EAs. At the same time this analysis will highlight possible linkages from projects within a Programme Framework to other EAs. The formative evaluation will also help with the identification of performance measures, and key 'impact drivers' for use by project /programme managers in the delivery of the EAs. The Formative evaluation will be undertaken internally by the Evaluation Office.

#### **Subprogramme Evaluations**

The work included in some subprogrammes of the 2014-2015 POW builds upon previous and ongoing UNEP efforts e.g. **Disasters and Conflict and Environmental Governance**. Nevertheless these efforts are consistent with the Expected Accomplishments defined in the 2014-2017 MTS and the POW of 2014-2015 and UNEP's contributions to these Expected

Accomplishments can be assessed earlier in the evaluation cycle. Evaluation of a third subprogramme on Climate Change will be initiated late in 2015 and be completed by mid-2016. The evaluation of these 3 subprogrammes will be undertaken in 2014-2015. These 3 evaluations fall within the evaluation architecture designed for the MTS as shown in Figure 2 below.

As in previous years, all subprogramme evaluation reports and recommendations therein will be circulated to the SMT and presented to the CPR. A plan for the implementation of evaluation recommendations will be developed together with the respective Divisions.

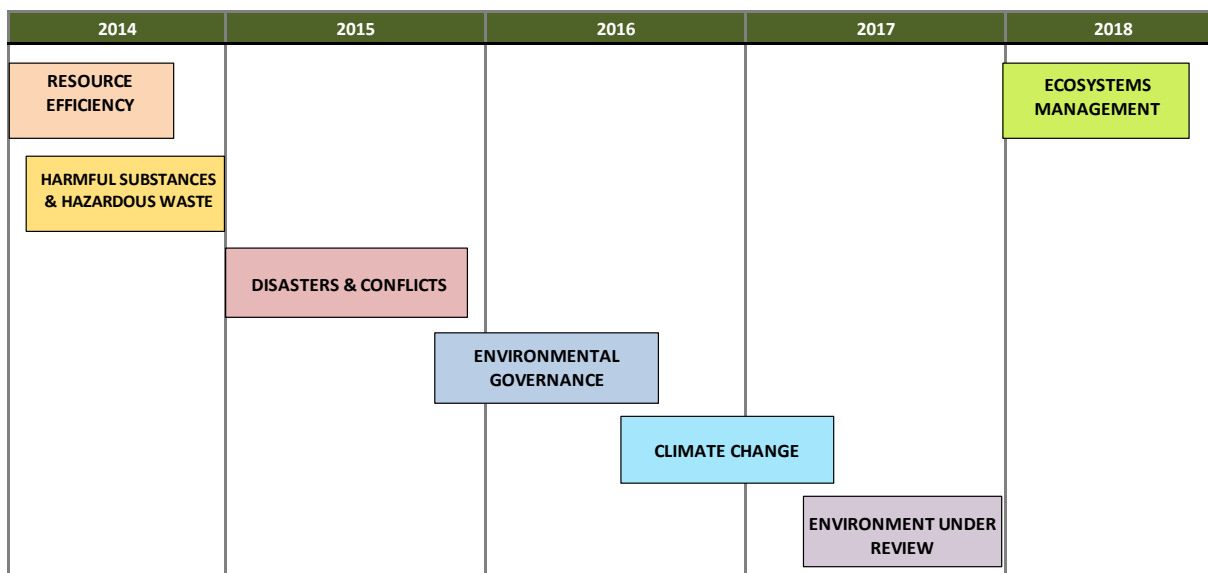


Figure 2: Schedule of Subprogramme Evaluations

### Project Evaluations

Projects designed to implement the 2014-2017 MTS span the 2 biennia covering the MTS period and will mostly be coming to an end by 2017. The Evaluation Office will evaluate projects that have started during previous biennia and which have clear links to the EAs articulated in the MTS. By doing so, UNEP will still be able to report on its performance against the intended results for the PoW 2014-2015 and make recommendations on potential modification to the frameworks. Based on the principles and methods defined above the Evaluation office will undertake 96 project evaluations over the MTS period (48 under the Environment Fund and Counter- part contributions and 48 from GEF).

The results of the project evaluations are presented in reports providing information on the success of the projects against their own objectives. They are prepared in close co-operation with the relevant programme management, circulated to SMT, and posted on the Evaluation Office web site. The Evaluation Office will continue to draw lessons from these evaluations and include them in PIMS as lessons learned.

### Evaluation of the Medium Term Strategy

In order to assess progress made towards the implementation of the strategy, with the objective of providing evaluative evidence on the effectiveness and efficiency of the mechanisms installed for delivering against the objectives of the MTS, an overall evaluation of the MTS will be undertaken at mid-term and at the end of the period covered by the MTS. The evaluation will identify challenges in MTS implementation and provide lessons and recommendations to improve programme implementation and subsequent delivery of the objectives of the MTS and inform the strategic direction of the organization in the future. Both evaluations will be presented to the CPR.

### Other Evaluations and Activities

The Evaluation Office plans to undertake an evaluation of UNEPs strategic presence in the first biennium of the period covering the MTS. The evaluation will assess how well UNEP is organized and the extent to which it has been successful in delivering its mandate at the regional, sub-regional and country level. The evaluation will identify challenges and opportunities for enhanced strategic presence and provide lessons and recommendations to improve programme implementation at the regional, sub-regional and country level.

## **Evaluation Synthesis Report**

At the end of each biennium the Evaluation Office will prepare an Evaluation Synthesis Report. This report will summarize the performance of the organization through trends and patterns observed during the biennium from completed evaluations at all levels. The patterns and trends will be used to identify recommendations and lessons to be brought to the attention of, and discussed with, subprogramme coordinators and UNEP Senior Management. The report, which constitutes a document for the GC, will be reviewed by CPR members and disseminated to national governments and UNEP staff. As in previous years, the report will contain information on the level of compliance with procedures for implementing recommendations issued prior to prior to the MTS period.

## **Monitoring of Implementation of Evaluation Recommendations**

The Evaluation Office will follow-up on the implementation of the recommendations in order to ensure that actions required to improve programme performance and management are taken in a timely manner. The Evaluation Office will report on the status of these recommendations to the Executive Director on a quarterly basis and publish compliance to the evaluation recommendations in the Evaluation Synthesis Report and on the Evaluation Office website. The Evaluation Office has just put on line a revamped website. We will continue to update and upgrade the website to provide relevant and up-to-date information on UNEP's programme performance and management.

## **Lessons Learned**

The Office will continue to review and update its internet database and framework of lessons identified from project and subprogramme evaluations to ensure that the lessons are useful for future project planning and programming. This database is accessible through the Evaluation Office website at <http://www.unep.org/eou>.

## **Joint Inspection Unit**

With regard to JIU activities, the Evaluation Office will continue to serve as focal point and serve a coordinating role for JIU activities in the organization during the biennium. The most resource intensive role for the Evaluation Office with regards to the JIU is the follow-up of management responses to inspection and evaluation reports required by the General Assembly and the numerous requests by the JIU to organize interviews and the administration of questionnaire for their inspection and evaluation work.

## Resources

### Budget Summary (2014-2017)

#### Budget for 2014-2017 Work Plan

<u>Type of Evaluation</u>	<u>Number</u>	<u>Cost</u>
Formative Evaluations	1	20,000
Sub-Programme Evaluations	7	1,050,000
Evaluation of UNEP's Strategic Presence	1	180,000
Outcome/Impact Evaluation	1	60,000
Biennial Evaluation Synthesis Report	1	40,000
Evaluation of the MTS	2	300,000
<b>Total Strategic Evaluation Costs</b>		<b>1,650,000</b>

<b>UNEP Project evaluations</b>	<b>No.</b>
2014-15	24
2016-17	24
<b>UNEP/GEF Project evaluations</b>	
2014-15	24
2016-17	24

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2016-17	24

## Training Plan 2014-2017

UNEP's drive to deepen results-based management over the period 2014-2017 requires an institutionalization of training within the organization. While training has been conducted over the current MTS period 2010-2013, these efforts have been carried out with funds that had to be mobilized from interested donors, a situation that is unsustainable. This training plan is established to institutionalize capacity development in-house so that a core set of Environment Fund resources are dedicated to this effort to drive results based management at all levels in the organization. The training plan is budgeted at a cost of 1% of Environment Fund (\$687,500 per year) with UNEP's Office for Operations serving as the coordinating entity but drawing on the expertise that exists in-house. The training revolves around results-based management as the conceptual approach to deliver the UNEP programme of work in all areas of project and fund management. Given the transition to IPSAS and the introduction of a new UN Secretariat-wide ERP, known as UMOJA, UNEP's training plan will also include training on IPSAS and the use of the ERP system.

### Objectives:

UNEP's overall objective of training is to compliment UNON's training by providing staff with skills to:

- understand result based planning, budgeting and management to ensure that all aspects of programme, project and fund management are geared to the results in the MTS and PoW;
- allow and enable the effective use of PIMS as a tool for project management;
- improve skills and knowledge in various interest areas for both on the job benefit and staff's personal development and career growth, allowing staff members to fully utilize the attained competencies to further organization's goals;
- boost the credibility of the professionals and the organization;
- develop in-house expertise by training of trainers and encourage distance learning through intranet ;
- pay specific attention to improve capacity of women in the organization;
- implement the Secretary-General's recommendation in (A/61/255 - Investing in people) that "all staff, regardless of their location or source of funding, be trained to the same standard.

**Planned Training** will centre around project management, fund management, career development and job training including the mandated International Public Sector Accounting Standards (IPSAS) compliance and the Enterprise Resource Planning (ERP) System named UMOJA, which will be replacing IMIS.

### 1) Onboarding, Orientation and Induction

New employees in UNEP are introduced into the organization through UNON's induction programme. This induction is vital for new employees. The gap in the induction for new UNEP employees is that it does not, and cannot be expected to, provide much information on UNEP itself—what UNEP stands for, what UNEP aims to achieve and how UNEP operates as a programme. The lack of UNEP-specific components in UNON's induction is that new UNEP employees do not necessarily identify how their work fits into the organization's broader objectives and how each employee's work enables the organization to achieve its planned results. In other words, the organization risks not achieving its broader results in its Medium-Term Strategy and Programme of Work in the most efficient way possible.

UNEP will institutionalise an induction programme for new UNEP employees that covers UNEP-specific issues to complement what UNON delivers. The onboarding, orientation, induction and coaching programmes will be in place at different intervals and available to all staff joining the organization, signalling the organization's commitment to the following objectives:

- Ensure that all new UNEP employees quickly gain an understanding of UNEP's mandate, its relation to the wider UN system, its organisational set-up and key delivery mechanisms to achieve the planned results in UNEP's Medium-Term Strategy (MTS) and Programme of Work (PoW).

- Provide corporate orientation to newly hired staff members to enable the organisation to maximize productivity, staff motivation and retention, achieve a shorter learning curve
- Care for and invest in its staff and help them succeed and advance in the organization
- Promote knowledge transfer, hasten time to productivity, better align staff members' expectations with organizational needs, install a positive work attitude and improve productivity
- Promote social integration, organizational attachment and commitment, role clarity, task master and overall job satisfaction and increase retention

All new employees will attend a UNEP familiarization seminar within six months of their entry on duty. Such an induction would be preceded by briefing material sent to new entrants before their arrival on duty, standardized briefings by UNON upon arrival along with information packages and induction into the divisions wherein they were recruited. In addition, new employees would have a local induction, which would be tailored to their regions and area of work but delivered in a consistent corporate manner.

These programmes will consist of inter-related components coordinated by OfO/ HR Training.

## **2) Project Management using Results Based Management Framework**

The training on Project Management will focus on results based management with an emphasis on project design and management. Areas of weakness currently identified in project management in UNEP that hinder good results based management relate to the creation of a theory of change or causal pathway that shows what activities are needed to deliver the outputs and achieve outcomes. This in turn affects the quality of the results framework in project logframes and the associated indicators to measure progress against baselines and milestones. Stronger project management skills are also needed to ensure regular focus on monitoring and risk management and strengthened processes that take into account the needs, perspectives, opportunities and challenges in working with stakeholders and partners across multiple sectors.

## **3) Fund Management Training**

Fund management forms the basis of financial accountability to the United Nations and must ensure that resources are used efficiently and effectively in accordance with UN rules and requirements. Annual training is currently provided to fund managers in UNEP but for the period 2014-2017 will be tailored towards fund management in a results-based context, with support provided on the use of IT-tools for fund management. Attention will be placed on what elements of this training are relevant for project managers (results based budgeting) given the inter-relationship between programmatic and fund management.

Other training needs will be identified over the course of this biennium with a view of complementing the training offered by UNON on language, procurement, IT and management and leadership development. They are likely to include training on risk management as **risk management** will constitute a key driver in UNEP's operations strategy as documented in the MTS.

<b>Training Budget for MTS 2014 - 2017</b>				
Total cost for training all UNEP Staff for MTS 2014-2017 is at \$ 2,750,000			\$687,500 per year	
<i>Programme</i>	<i>Coordinator</i>	<i>Facilitator</i>	<i>Each Year</i>	<i>2 year Budget</i>
Results Based Project Management (RBM)	OFO-HR-TU	TOT	25,000	50,000
Professional Coaching programme-follow up	OFO-HR-TU	Consultant	12,500	25,000
On-Boarding, Orientation and Mentoring	OFO-HR-TU	QAS	150,000	300,000
INDUCTION	OFO-HR-TU	UNEP	20,000	40,000
Post Management Tool (PMT)	OFO-HR-TU	OFO/TBD	17,500	35,000
Fund Management Training including Administration Management Meeting	OFO-HR-TU	HR/FMOs/TBD	200,000	400,000
IT MS Tools preparation for International Computer Driving License	OFO-HR-TU	OFO/IT/TOT/Consultant	5,000	10,000
PIMS roll out with Finance Module	OFO-HR-TU	QAS/IT	25,000	50,000
Financial Management Tool(FMT)	OFO-HR-TU	OFO/TBD	17,500	35,000
Centrally Coordinated Programmes not covered by RB	OFO-HR-TU	SDTU-Consultant	22,500	45,000
IPSAS- update after UMOJA implementation	OFO-HR-TU	TOT/Consultant	25,000	50,000
Women in Leadership-	OFO-HR-TU	Consultant	67,500	135,000
UMOJA Training	OFO-HR-TU	HQ personnel/TBD	100,000	200,000
<b>Totals</b>			<b>687,500</b>	<b>1,375,000</b>