

## 1. Objective

The objective of this strategy is to ensure that funding is available for the implementation of the Medium-Term Strategy (MTS) 2022-2025 and related Programmes of Work and for the associated costs of the work of the governing bodies with a ramp-up period in 2021. It should also ensure that funding is available to cover support activities such as management, administration and oversight. The new MTS sets out UNEP's core areas of work through three principal areas of action (Climate Action, Nature Action, and Chemicals & Pollution Action), underpinned by two foundational subprogrammes (Science-Policy and Environmental Governance) and facilitated by two enabling subprogrammes (Finance and Economic Transformations, and Digital Transformations). These thematic, foundational and enabling subprogrammes come together interdependently and vis-à-vis the global goals encompassed in the 2030 Agenda.

The proposed approach to achieve the objective is to:

- Establish the foundational elements needed for focused resource mobilisation: outline the comparative advantage of UN Environment Programme, purpose and targets for funding sources, robust communication function, and, roles and responsibilities and enhancing the enabling environment.
- Provide guidance to staff assigned with lead and coordination functions in their approaches to potential funding partners so that the existing donor base is maintained, and preferable deepened, and additional funding is generated through expanding state and non-state actors as per specific targets set.
- Aim for an annual total income growth of 5%, with the baseline being US\$501.7 million, i.e. the total UNEP income in 2020. This is an ambitious goal, given that COVID-19 will still have serious impacts on the real economy in 2021, and indirectly in 2022. In addition, we anticipate new major agreements with the European Commission against their 2021-2027 budget cycle earliest in 2022.

## 2. Raising awareness of the comparative advantage of UN Environment Programme

UN Environment Programme must showcase its relevance and express its mandate in such a way as to ensure that it is easily distinguished from the plethora of other environmental actors who compete for the same resources.

UN Environment Programme's mission statement is: "to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations." This is a vital role to play as affirmed

in mandates given to the UN Environment Programme since its creation in 1972. Furthermore, UNEP is the administrator of several key multilateral environmental agreements, and by also aligning programmatic goals and synchronizing messages, the overall impact of UNEP + MEAs can be impressive. These give the UN Environment Programme the following main comparative advantages:

- set the global environmental agenda and convene the decision makers from policy makers to civil society, including the private sector;
- promote strong science-policy interface to support informed decision making;
- serve as an authoritative advocate for the global environment - disseminate and share evidenced based environmental information & raise public awareness on critical and emerging environmental issues; and,
- provide capacity-building to countries and support and facilitate access to technology.

From the basis of its comparative advantages and in the context of the 2030 Agenda for Sustainable Development, UN Environment Programme addresses and combats the most relevant issues of our times, such as climate change, loss of biodiversity, and increased pollution. In doing so, it works through partnerships from public to private sector to maximise leverage and upscaling of the agenda, and to maximize the impact through UN reform.

### **3. How UNEP is funded**

#### **3.1. Environment Fund**

The Environment Fund finances the essential capacity (core functions) needed for the delivery of UN Environment Programme's programmes of work globally and from a strong regional basis (strategic regional presence). Key elements are:

- identification of new, emerging environmental issues;
- innovation for addressing environmental challenges;
- advocacy and awareness raising;
- essential capability to provide capacity building services;
- results based planning and management; and,
- robust oversight (evaluation, internal and external audits, accountability and transparency).

The Environment Fund attracts about USD 70 million annually (USD 73 million in 2020) whilst the annual budget approved by the UN Environment Assembly for the implementation of the Programme of Work is USD 100 million.

#### **Targets:**

- Deepen the cooperation with the 15 top donors that currently contribute about 90% of the funds received and at the same time seek to increase the overall number of member states contributing to the Environment Fund. This is in support of Member States reaching their commitment to increase core share

of funding for development-related activities (Environment Fund and UN Regular Budget) from 20% to 30% by 2023 as per the UN Funding Compact

**Action:**

- **Focus on retaining the top donor member states** that currently provide majority of our funding and deepen the cooperation by working on bigger ‘asks’ and ensuring that the top donors will receive special attention by UNEP appreciating, giving credit and visibility, consulting and working with them more, placing emphasis on our normative work, and, highlighting results generated by the Environment Fund;
- **Staff time allowing, gain new commitments from high and middle-income countries** that do not yet contribute in line with their “Fair Share” as determined by the Voluntary Indicative Scale of Contributions (VISC) or do not contribute at all by engaging them with focus on direct benefits to their countries;

### **3.2. Earmarked funds**

The main purpose of earmarked funds is to enable upscaling and replication of results of our core work including capacity building in more countries and with more partners. In 2018-2019, 81% of the organisation’s funding was earmarked and provided by member states, the Global Environment Facility, the Green Climate Fund, the European Commission, other UN agencies and to a very small extent by the private sector & foundations.

There are many different funding partners involved with earmarked funds. Each of these is discussed below with relevant targets and actions identified.

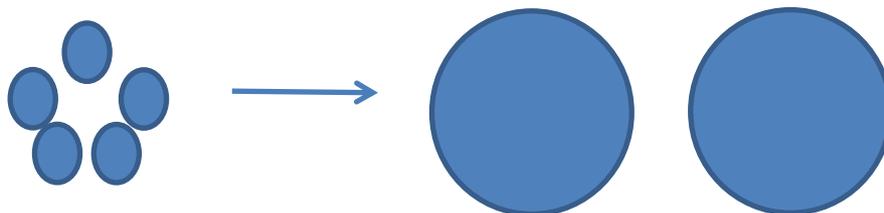
#### **3.2.1. Multilateral entities and UN partners**

Multilateral entities are changing the way they deliver their work. To adapt to this transition, UN Environment Programme also needs to transform its partnerships with the multilateral financing mechanisms such as the Global Environment Facility, the Green Climate Fund, the European Commission, and other smaller funds (Adaptation Fund, the Least Developed Countries Fund and the Special Climate Change Fund), and key UN sister organisations (e.g. FAO, WHO, UNDP, UN Women). In addition, Multi-Donor Trust Funds are established for specific purposes, such as the UN SG COVID-19 response in the year 2020, managed by UN colleagues in New York. Other tailor-made Multi-Donor Trust Funds can be established in cooperation with other UN agencies to respond to a specific interest, such as the MDTF for One Planet. The MDTF approach is in many cases popular among donors as UN agencies have to work together, and as the MDTF secretariat has clear and up-to-date financial reports on their webpage. The downside for UNEP is that we will not receive the Programme Support Cost that we would through a direct donor agreement.

**Target:**

Shift from small to medium-scale initiatives that fund individual parts of our programme of work to identifying multilateral partners that will allow us to bring

more impact and complement our core resources. This means fewer, larger, and more strategic initiatives that increasingly engage the private sector and investment actors on a strategically connected portfolio.



**Action:**

- **Strengthen the engagement with the Green Climate Fund:** The aim of our work with the fund is to bring transformational impact through engaging both with public and private sectors in the initiatives we develop. While the initiatives focus on ecosystem-based approaches that bring adaptation and mitigation benefits or focus on low emission development, these initiatives need to be transformational in nature. By this, we mean that initiatives have to bring adaptation and mitigation benefits that simultaneously help redirect unsustainable financial flows, and guide investments.
- **Review and scale up our engagement with the Global Environment Facility:** UN Environment Programme’s role is to engage, lead or contribute to the Facility’s impact initiatives in the areas of green finance, circular economy, sustainable cities, energy breakthroughs, natural capital, and wildlife for sustainable development. While we can expand our current work in areas where the organization has a comparative advantage (such as mercury in GEF’s work on chemicals, or on energy efficiency across appliances, district energy, and buildings and construction in the area of climate change) our strategy has significantly changed and we should review also other opportunities.
- **Develop a long-term and focused partnership with the European Union for global impact:** UN Environment Programme has a long-standing relationship with the EU, which has included generous funding over the years. In light of the “the European Green Deal” (EUGD), and the EU’s budget of more than Euro 1 trillion for 2021-2027, we have a unique opportunity to ‘up the game’ and increase our cooperation in several areas, which are well aligned with the UNEP MTS.

We need to deepen our policy partnership with the EU, extending our programmatic cooperation to policy engagement in line with the EUGD and UNEP MTS. EU will employ the “policy first” principle – EU strategic policy objectives will guide its external action. In addition, the “Team Europe” approach – a broader political mechanism for coordinating all the European external response, incl. the EU, its Member States, and their development agencies and financial institutions – is being promoted by the President of the European Commission. We should use this political momentum to build more strategic relations with the EU and its partners. This implies the following:

- fortify a long-term policy partnership, building on the programmatic experience and strengthening the internal coordination of UNEP, to increase the impact of cooperation;

- leverage the EUGD vision and mechanisms (e.g., green deal diplomacy, sustainable taxonomy, and alliances) to increase advocacy for the environment and deliver impact at scale and at pace;
- benefit from the Team Europe approach to mainstream our engagement with the EC, EU Member States, and their development agencies and financial institutions and increase collective ambitions and investments in priority areas under the UNEP MTS.

As an authoritative body working on the science-policy interface, we are uniquely positioned to guide the EU and the EU Member States in employing an evidence-based approach to internationalizing the EUGD in line with our MTS vision. This is a strategic and cross-cutting area for cooperation, facilitating our access to multiple EU actors, as well as data that will inform the EU external action policies.

- **Other UN sister organisations and UN Development System reform.** At a global level, our strategy is to work with a select number of key partners where our engagement can result in a bigger global impact than alone. Our engagement must focus on what value our partners will gain from working with us together to have a bigger combined impact. For example, we should better assess the opportunity with other UN bodies that have the most complimentary mandate to ours. UNEP will also actively participate in the implementation of the UN Development System Reform and as part of that, implement its responsibilities set in the UN Funding Compact.

### 3.2.2. Member states

Member states provided USD 83.4 million of earmarked funding in 2020. Except for Norway, Sweden, and Finland, who provided funds at sub-programme and higher level, the contributions were earmarked to specific projects and programmes. Whilst this support is much appreciated, member states are encouraged to work with the Secretariat and assess how their earmarking could be lessened so that their needs and requirements can be met whilst flexibility, predictability, and longer-term financial support is increased for effective planning, programming, and delivery that also enables UN bodies to retain their independence and neutrality. Developing longer term partnerships with member states, and groups of member states, will be strengthened to bring more coherence and impact to earmarking. The results of a recent survey on UNEP's Funding conducted in 2020 confirmed that member States are in favour of creation of thematic trust funds, **i.e. the Climate Action, Nature Action, and Chemicals & Pollution Action**, corresponding to our new priorities, as outlined in the Medium-Term Strategy. Almost all respondents (96%) believed that thematic funds would be an important approach for increasing softly earmarked funds rather than tightly earmarked funds. Regarding the modalities of the envisioned trust funds, we can create them in such a way that they are cost-effective, clear, and easy-to-use.

The Stockholm +50 and the UNEP+50 events in the year 2022 could be occasions for targeted resource mobilization starting in 2021 and could also be platforms to highlight the new thematic trust funds.

**Target:**

Build stronger partnerships to retain the earmarked contributions from member states but shift this funding from lower project level funding towards new thematic trust funds in support of Member States' commitment to channel 6% of the non-core resources through a single agency thematic funds by 2023 as per the UN Funding Compact

**Action:**

- **Develop more strategic programme level funding agreements** by working with multiple actors in the country. This possibility should be explored especially with high and middle-income countries.
- **Develop multi-donor funds/ Thematic funds** that facilitate easy receipt of contributions that address a specific area of work with specific expected results in compliment to core functions but pool funding for greater impact. Establish three new UNEP Trust Funds for our three priorities, e.g. the Climate Action, Nature Action, and Chemicals & Pollution Action. Furthermore, a Trust Fund for our work on Data & Digital Transformation could be considered.

### **3.2.3. Foundations and wealthy individuals**

#### **Foundations**

Foundations are playing an important role in development work with potentially \$120 trillion in investment funds that are seeking opportunities to invest. This is an area rich with potential for UN Environment Programme. The objective of engaging with this sector is to identify high-value partnerships that that can be developed in order to secure the highest returns with the cleanest fit between the agendas so that long-term transformative partnerships for change are set in place. This would include both direct funding for UN Environment Programme and support to areas and organisations who replicate and support the implementation of our programme.

#### **High net worth individuals**

To date, UN Environment Programme does not raise funding directly from individuals. Our objective would be to identify individuals that have an environmental agenda (e.g. on marine litter) and can work with us through an organisational set-up. In many cases the High Net worth individuals will have established family foundations to channels their donations according to their priorities.

#### **Target:**

To establish relationships with foundations and wealthy individuals to support the work of UN Environment Programme. A financial value to these relationships will be applied after the initial mapping of prospects, which should be conducted in 2021. For each potential geographic region, a desk study can be prepared for foundations and wealthy individuals who have a specific interest in UNEP's mandate and work. Irrespective if we target high net worth individuals or foundations we need to accept that it will be a new challenge for UNEP for which we need specific tools, such as an internal platform for Clients Management Relations, and in addition staff with time and skills to diplomatically and

constructively deal with these individuals and institutions. We would have to accept that it will take 1-2 years before we can see results, and that is provided that we have the staff with the skills and time to work with this new segment.

#### **Actions:**

- **Engage as partners**, mapping the opportunity and building the relationships: Foundations do not want to receive proposals for funding, they want bespoke proposals that have been developed as a result of personal relationships that have been built over time. Building on work already done in the organisation, it is critical to invest in human capital in mapping the main advisers and knowing how each foundation operates.
- **See them as partners, not donors:** As the role of foundations goes way beyond funding UN Environment Programme's work alone, it is wise to approach foundations as partners who have significant influence that can influence change.
- **Improve the set-up to receive money from foundations:** Create mechanism for receiving funding. Our legal contracts, overheads, and programme support costs, as well as the modality of payments can be unattractive to foundations. Quote from one of the foundations "UN Environment Programme has been the most difficult organisation ever to prepare a contract with".
- **Invest in communications that will excite them:** 30 pages of text will unlikely work, having great communications assets and updates is critical.
- **Upscale and invest in longer term relationships** with the relevant already on-going collaborations with foundations for specific purposes in the areas of ozone, transportation and air quality, marine litter, and climate.
- **Internally** make the segment of high net worth individuals and foundations part of the mandate of the Private Sector unit.

#### **3.2.4. Private sector**

Private sector actors, be they multinational corporations, state-owned enterprises, or small and medium scale companies, all have stake in better environmental governance and deploy significant resources in this area. While the governments strengthen policies and regulatory frameworks, the private sector is critical for implementing them, promoting innovation, creating new green jobs, and fostering sustainable economic development.

In this context, the UN Environment Programme is elevating its level of engagement with the private sector by building partnerships, including supporting public-private partnerships and collaboration, that contribute to the implementation of the organisation's mandate, engage private sector in the work of the governing bodies, help private sector green their own businesses as well as promote sharing of data, learning and best practices <sup>1</sup>. The emphasis of the collaboration is in partnerships for change. This could be further developed into working with specific industry sectors, or clusters, such as the food and beverage sector, the farming sector, the forest sector etc. Direct financial contributions

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<sup>1</sup> new Guidelines on Engagement with the Private Sector of UN Environment Programme

from the private sector is not excluded but must be approached with great tact and caution, as the related reputational risks may be very high.

**Target:**

**Action:**

- **Map current sectors and themes** of engagement to identify a limited number of priority sectors, markets and industries and therefore allow the organization to take a strategic and focused approach to private sector resource mobilization.
- **Use lessons learned from UNEP Finance Initiative**, including the option of raising funds through membership fees.
- **Create clear business cases** for partnerships at both sectorial level and thematic level and engage as partners providing options for partnerships, including public-private partnerships.
- **Tapping on to Corporate Social Responsibility (CSR) Funds:** In many countries, such as India, there are legally mandated corporate social responsibility funds which are available to be spent on a broad range of issues and environmental issues are often attractive. The UN Environment Programme could work with the private sector to tap onto their CSR funding.
- **Make better use of our cooperation with the UN Global Compact and draw lessons from their 20 years of working with companies.**

(NB. While not a source of funding for UN Environment Programme, it should also be highlighted that UN Environment Programme engages with the financial services sectors (such as banking, insurance and investment) to encourage them to shift their regulatory framework and capital investments towards sustainable development from shaping ecosystems and decarbonisation of investment portfolios to influencing the production and consumption patterns.)

#### **4. Investing in effective outreach and regular communication with funding partners**

A key element of achieving the above is effective communication and outreach work. This is built on three main elements, which are aligned with the commitments made in the “Action Plan for the implementation of paragraph 88”<sup>2</sup> and supported by the results of an online survey on the Funding of UNEP carried out in 2020<sup>3</sup> amongst Member State representatives:

- (1) **UNEP’s “Value for Money” – strengths, comparative advantages and results:** Organizations that are able to communicate their mandate; articulate their objectives well in a results-based strategic framework; demonstrate and measure results; and package those in an attractive way to funding partners , attract significant resources.

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<sup>2</sup> “Action plan for the implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development”

<sup>3</sup> [Link to survey report](#) responded to by 88 Member State representatives from all UN regions

- (2) **Funding needs and quality of funding** – Especially given that UNEP is 95% voluntarily funded, it is very important to communicate the organization’s funding needs as well as the implications to the programme delivery if these are not met. This includes sharing information on the need to achieve and maintain a healthy balance between the core and non-core funding, and the encouragement for moving from tightly to softly earmarked funding for increased efficiency and effectiveness of the delivery of results.
- (3) **Greater public recognition and visibility of UNEP’s funding partners:** The public appreciation of partner’s contributions and the increased visibility of what their financial support allows the organization to achieve are fundamental aspects for retaining funding partners’ contributions and to increase the funding base.

### **Targets and actions:**

Based on the above, an increase in the communication and messaging on the following is foreseen through **dissemination of key messages** on the below in articles, videos, webpages, factsheets, presentations, publications, reports, speeches, financial graphs and interactive databases, social media campaigns etc. These issues will also be addressed as part of the continued dialogue with funding partners to discuss the challenges and opportunities for increased and improved funding, and through surveys to gauge their feedback:

- (1) **UNEP’s “value for money”** (mandate, strengths and comparative advantages)
- (2) **The results UNEP delivers.** The storytelling about the results achieved in the context of UNEP’s normative role and how we inform, enable and inspire policy decisions and action on the ground based on clear science.
- (3) **The importance of the core fund, the Environment Fund** which provides the bedrock of the organization and is critical to achieving the results set out in the MTS.
- (4) **The “fair share”<sup>4</sup> concept**, to encourage contributions from all the 193 Member States around the fact that each contribution counts, no matter how small. It is about universality (all UN Member States) and solidarity (currently less than half contribute). This includes better explaining the Voluntary Indicative Scale of Contributions (VISIC) including (a) how it is calculated, and (b) how it represents the “fair share” that each Member State is requested to contribute to the Environment Fund.
- (5) **The status of funding and the importance of core and softly earmarked funding:** in addition to traditional reports, employ new and innovative ways to present financial data, which allow for more complex analyses to be presented to funding partners to make the case for the funding needs both in terms of quality and quantity.

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<sup>4</sup> The “fair share” that each Member State is encouraged to contribute to the Environment Fund is represented by the VISIC (Voluntary Indicative Scale of Contributions), established in 2002 by the seventh special session of the UNEP Governing Council.

- (6) **Appreciating the strongest funding partners** (“naming and faming”): funding partners have communicated the importance of appreciation and visibility to them. This entails not only visibility for financial contributions provided and what is achieved with the funding, but also visibility about policy and programmatic achievements of the funding partners in addressing environmental challenges globally and nationally, in partnership with UNEP. This is in line with the target set in the Funding Compact which requires that a specific mention of voluntary core fund contributors pooled and thematic fund contributors, and program country contributions is included UNCT annual results reporting and entity specific country and global reporting effective 2020.
- (7) **What is at stake if not enough funding received** (also for Member States, not only for UNEP): funding partners have asked UNEP to better explain the consequences of insufficient (core) funding, in particular to activities related to the science-policy interface and environmental governance, which are core mandates of UNEP.

## 5. Enabling factors for success

- Systematic intelligence gathering and analysis related to donor priorities and preferences.
- Actively identifying new opportunities.
- Strong stewardship, especially related to the new niche area of family foundations and high net worth individuals.
- Using regional knowhow and prepare opportunity maps for geographical regions.
- Using the UNEP hierarchy wisely and strategically, i.e. to use the ED and the DED as resource mobilization assets.
- Strengthen the Private Sector unit (NBI) and provide a broader mandate to the Programme Management unit (BXL and NBI) with increased staffing.
- Consider carefully when to enter a discussion with a donor about reduced PSC.
- Better visibility for key donors, including offering space on the UNEP webpage by e.g. creating a ‘Donors’ corner’.

Resource mobilisation is a shared responsibility across the organisation. This enables us to better harness the knowledge that exists throughout the organisation in terms of technical knowledge and contacts with funding partners to generate resources for the set priorities. To increase our ability to tap into various potential funding sources not only globally, but also regionally and nationally, the regional offices will play a central role in resource mobilisation for all sources of funding, with stronger support from the headquarters. This will require investment both in building stronger structures and increased capacity.

The Executive Director and the Deputy Executive Director make final decisions on the strategies and priorities and spearhead public outreach and external relations

to create opportunities for negotiations for funding. These decisions are implemented, and opportunities acted on, from a regional basis and with the lead of the Regional Directors. The rest of the Senior Management team and the sub-programme coordinators support these activities and the Public Sector Partnerships and Resource Mobilization Unit at Nairobi Headquarters acts as the hub for coordinating and supporting all actions. Specifically:

- **Regular Budget:** The Director of Corporate Services Division supported by Policy & Programme Division is responsible for preparing the organisations proposals for regular budget allocation. He/She engages with the UN Secretariat in New York and member states represented in Nairobi and in New York with support from the UNEP New York Office.
- **Environment Fund:** The Public Sector Partnerships and Resource Mobilization Unit will remain the entity coordinating resource mobilization from member states, but with the Regional Directors clearly engaged in resource mobilization in their specific regions. Regional Directors also prioritise member states for targeted action, recommending member states for bilateral consultations, intelligence gathering and country strategy development etc.
- **Earmarked funding:**
  - Regional Directors oversee the identification and development of relationships with funding partners originating from their regions (private sector, foundations, regional banks etc.), including at national and even sub-national levels, which can be part of UN joint programming.
  - Global sub-programme coordinators together with the regional sub-programme coordinators identify the most potential sources for funding their programmes and recommend priorities for approaching various funding partners to ensure coherence of action (especially if one funding partner potentially supports multiple priorities).
  - Members of the senior management team are responsible for ensuring that their respective teams are aligned with and understand the agreed priorities, approaches and activities of the organization for fundraising. They also assign the resource mobilisation work to their teams as per set targets.
  - Members of the senior management team may be assigned by the Executive Director/ Deputy Executive Director to lead the relationship management with specific funding partners, e.g. foundations, companies etc.
  - Fundraising from the European Commission will be facilitated through the new UNEP internal **EU Coordination Mechanism** coordinated by the UNEP Brussels Office in liaison with the CSD Programme Management Unit. The mechanism will ensure stronger coordination and strategic focus of our relations with the EU, striving for the highest possible policy impact and to leverage the access to funding under the framework of the new EU budget in line with MTS and the new Annex to the EC-UNEP MoU for 2021-2024.
  - Global Funds coordination (Green Climate Fund, Global Environment Facility etc.) is led by designated units.
  - Senior managers throughout the organisation are mandated to fundraise against the new MTS priorities, and in coordination with their supervisors.

- Potential fundraising from the private sector is led by the Private Sector unit.
- New opportunities related to high net worth individuals, foundations, and banks to be coordinated by the Private Sector unit.
- The CSD Resource Mobilization, Donors & Private Sector Cluster, in cooperation with the Enterprise Solutions Section, is responsible for developing and maintaining a Client Relations Management (CRM) platform where all information and analysis on funding and funding partners, lessons learnt and advice is collected and shared. It supports the outreach efforts to various funding partners and acts as a hub for exploring the innovative sources of funding identified. It is also responsible for generating analysis and reports, and tools for resource mobilisation, for reporting on EU funding, and for private sector engagement.

## 6. Putting in place the processes for enabling resource mobilisation

Since January 2021 a new sector entitled the Resource Mobilization, Donors & Private Sector Cluster has been established within CSD, bringing together the Resource Mobilization unit, the Private Sector unit, and the Programme Management unit, i.e. sixteen colleagues based in Nairobi, Geneva, and Brussels, under the supervision of a senior staff member. In addition, the following processes need to be considered to ensure successful achievement of the strategy.

- **Investment in resource mobilisation:** The resource mobilisation function needs to be adequately resourced. Both the Regional Offices and the Public Sector Partnerships and Resource Mobilization Unit need adequate staffing levels and funds for activities from liaising with funding partners to funding communication products. The current resources only cater for dealing with current major funding partners and work on the Environment Fund.
- **Incentives:** The efforts put into resource mobilisation should be recognized and acknowledged at various levels from individual efforts and units/offices to cross-cutting groups that have worked together. Starting with including 10-50% allocation of our workplans to resource mobilisation activities, internal UNEP awards, could be considered for various categories.
- **Internal controls:** The current due diligence processes should be reviewed so that whilst they secure the organisation against undue risks, they are not overprotective and increase the processing time to unacceptable levels to our partners (e.g. 6 months and above).
- **Mechanisms for receipt of funds:** The financial structures and processes need to be reviewed to enable swift receipt of funds from funding partners, especially from non-governmental sector. Larger multi-donor programmatic and thematic funds should be set up to facilitate provision of pooled earmarked support.
- **Ambition level:** Our average project size is relatively small which has also led our funding partners to perceive us to be fit for only small projects. By increasing our ambition level and working across the divisions for larger

projects for joint funding, rather than competing against each other, will also increase our potential for receiving more substantive amounts of financial support.

**Targets:**

- Develop an incentive plan in parallel with detailing the roles and responsibilities with budget for execution as part of the Environment Fund allocations.
- Review due diligence and risk management processes.
- Review current funds and put in place a set of programmatic/ thematic funds in 2021.

**7. Review**

The strategy and its implementation plan will be assessed by the Executive Director annually. A summary report based on the internal assessment will be provided to the Committee of the Permanent Representatives.

Globally, the efforts to achieve the 2030 Agenda for Sustainable Development across the various groups of actors from member states to private sector and the recognition of environment as an equal element to social and economic aspects of sustainable development have strengthened the case for UN Environment Programme and created a favourable climate for resource mobilisation. UN Environment Programme will capitalise on this momentum. Nothing sells the organisation better than solid delivery of its programme and results.

(12 May 2021)

Annex: Implementation Plan