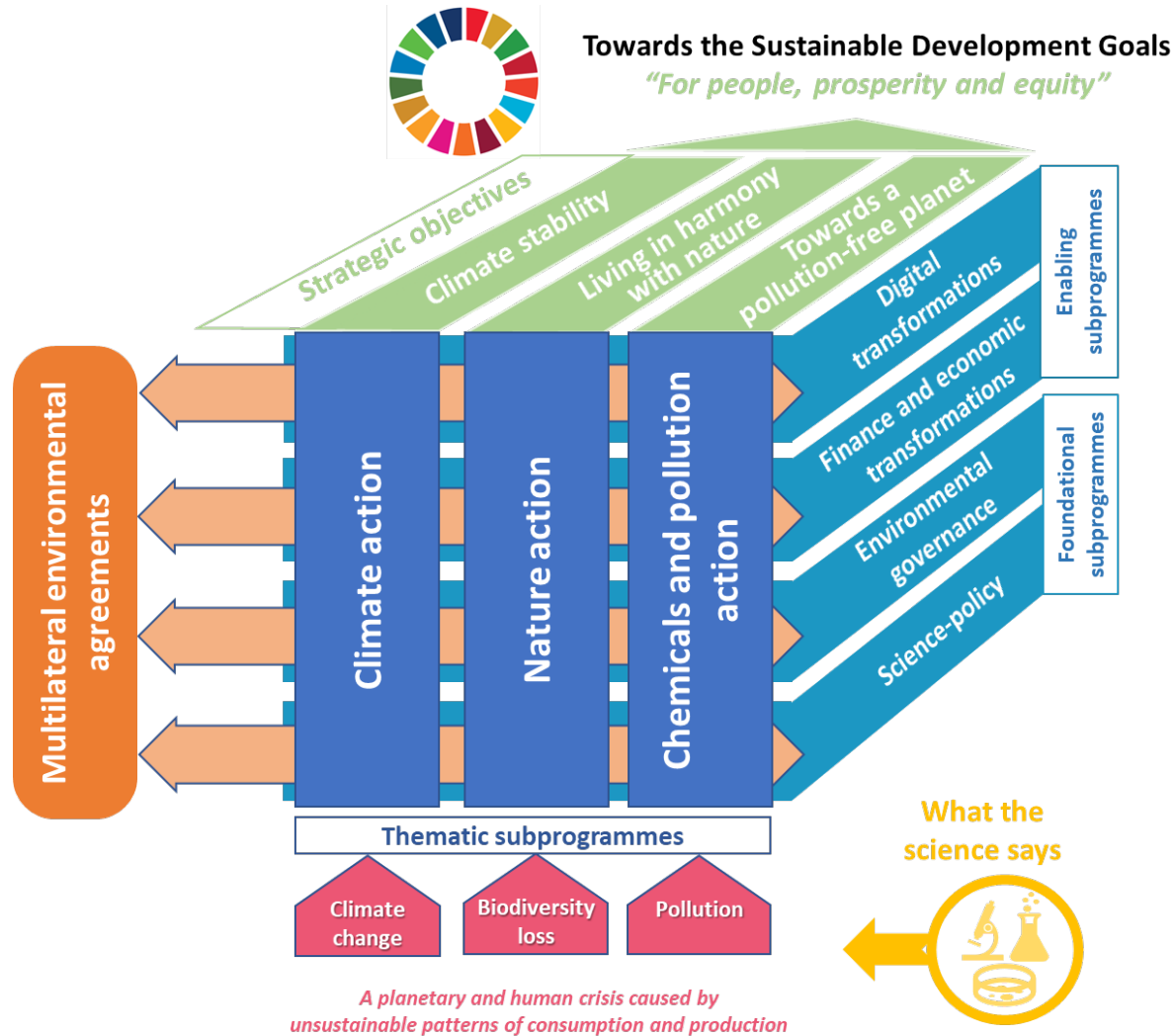


# UNEP's Delivery Model -- *One UNEP Delivery for better collaboration and country support*

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9<sup>th</sup> Annual CPR Subcommittee Meeting, *Agenda Item 6 a)*  
October 2022

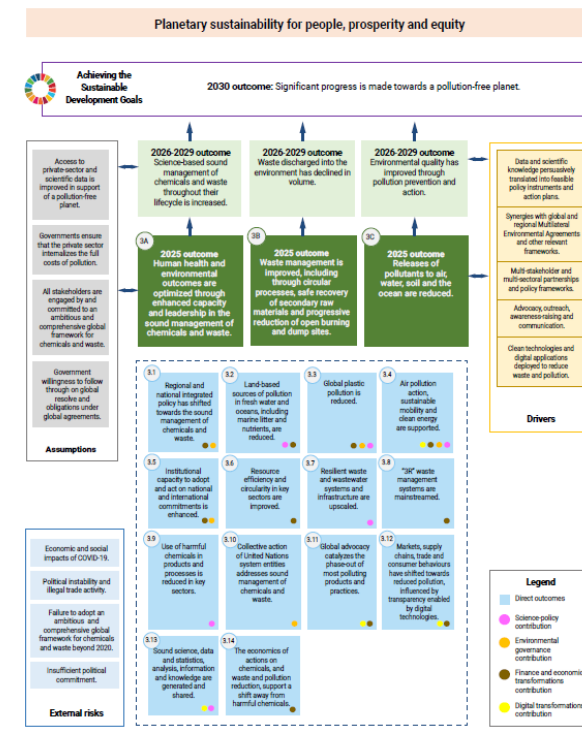
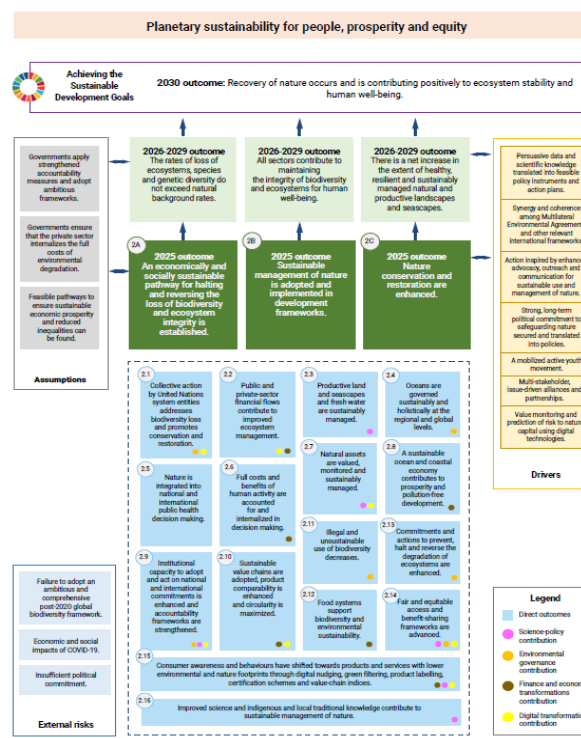
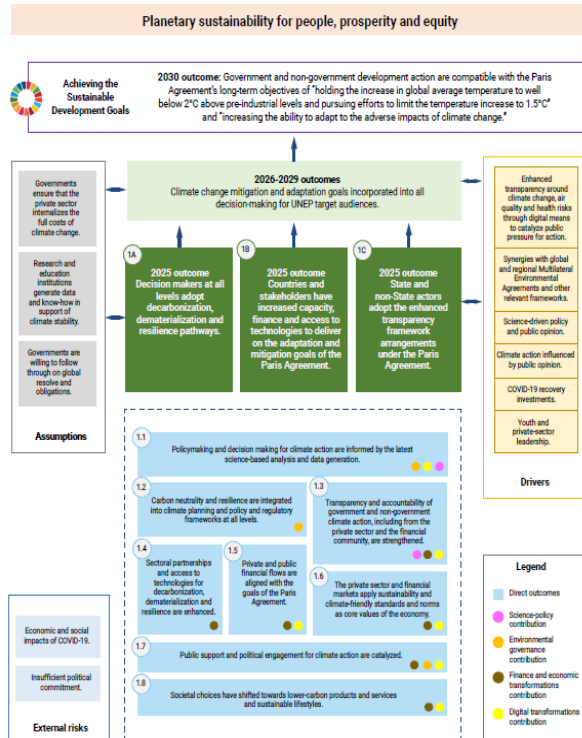
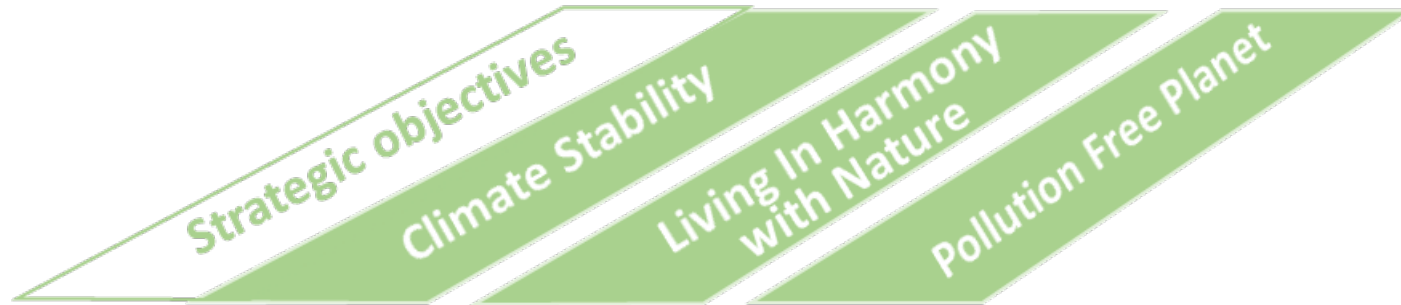
# Greater strategic focus



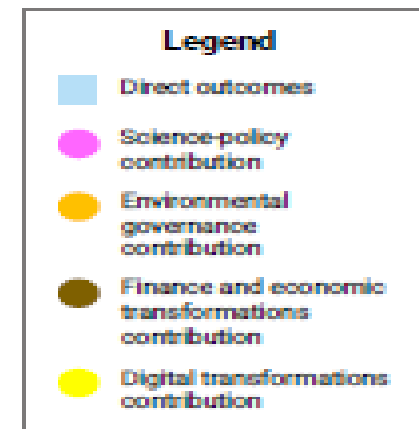
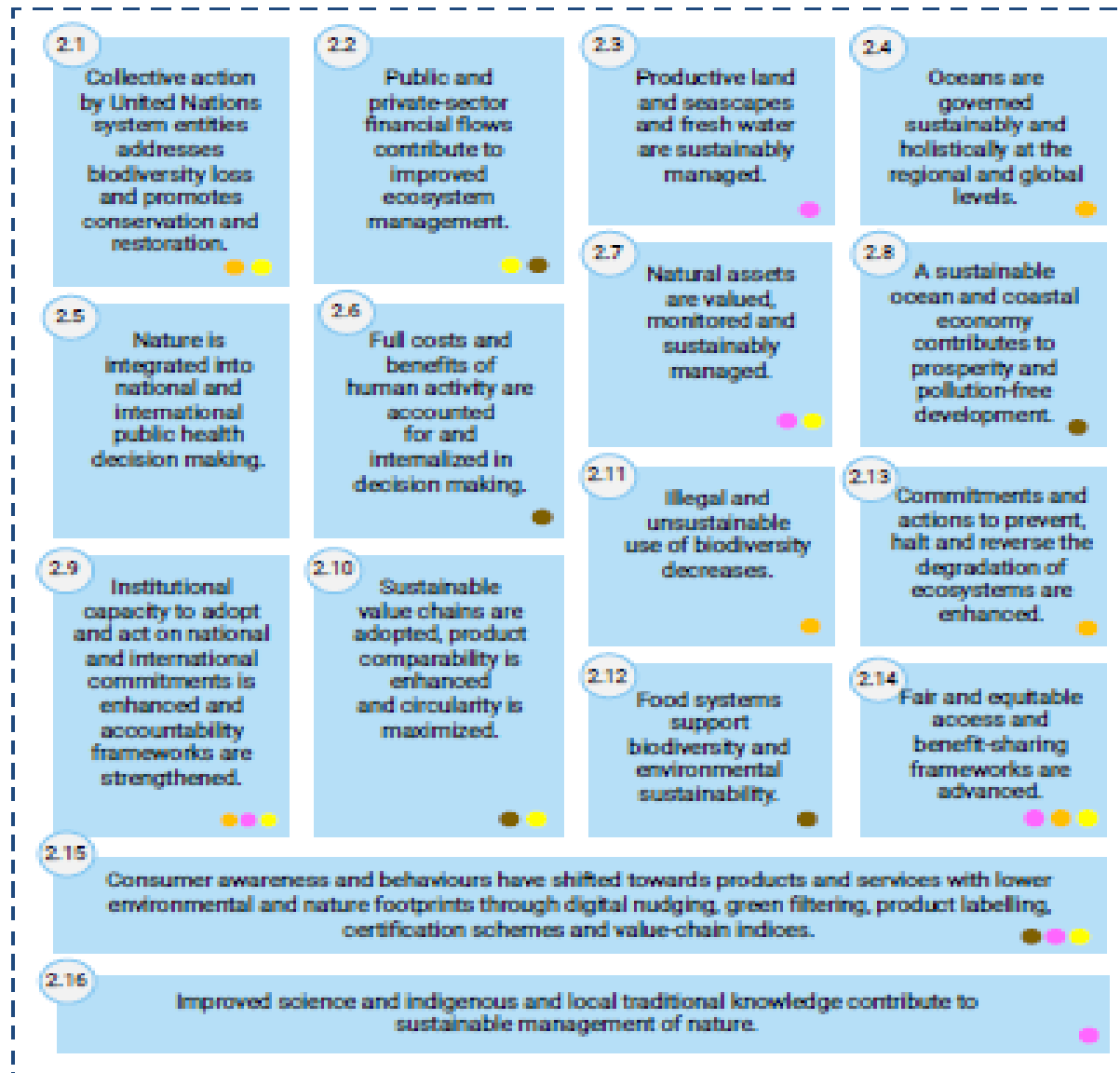
Greater Focus

Better integration

# Three Theories of Change for better integration



# Integration in all UNEP work



# Principles for an efficient and effective UNEP

- Coherent Strategic Leadership
- Aligned entrepreneurship
- Systemic collaboration and partnership
- Integrated capability development
- Operational excellence

To fulfil UNEP's mission to..



Inform



Inspire



Enable

# Being responsive to Member States, including through the UN reform

## Who & Where

Tailored whole of system approaches with strong national ownership and leadership

- Tailored and demand driven
- Capacity to adapt and respond

## What

Coherent integrated policy advice by the UN system

- Poverty (including social protection and health, Leave No One Behind)
- Disaster Risk Reduction
- Climate, environment and biodiversity

## How

UN system moves towards integrated action

- Cooperation Frameworks & Country Programming
- Resident Coordinator System
- Management and Accountability Framework

# Fragmentation is keeping UNEP from realizing its true potential

*.....to clarify persisting ambiguities and resolve internal **tensions between** normative versus operational activities between **HQ and some ROs** ..... Additional clarity from senior management may still be necessary and internal incentives adjusted accordingly. – MOPAN 2021*

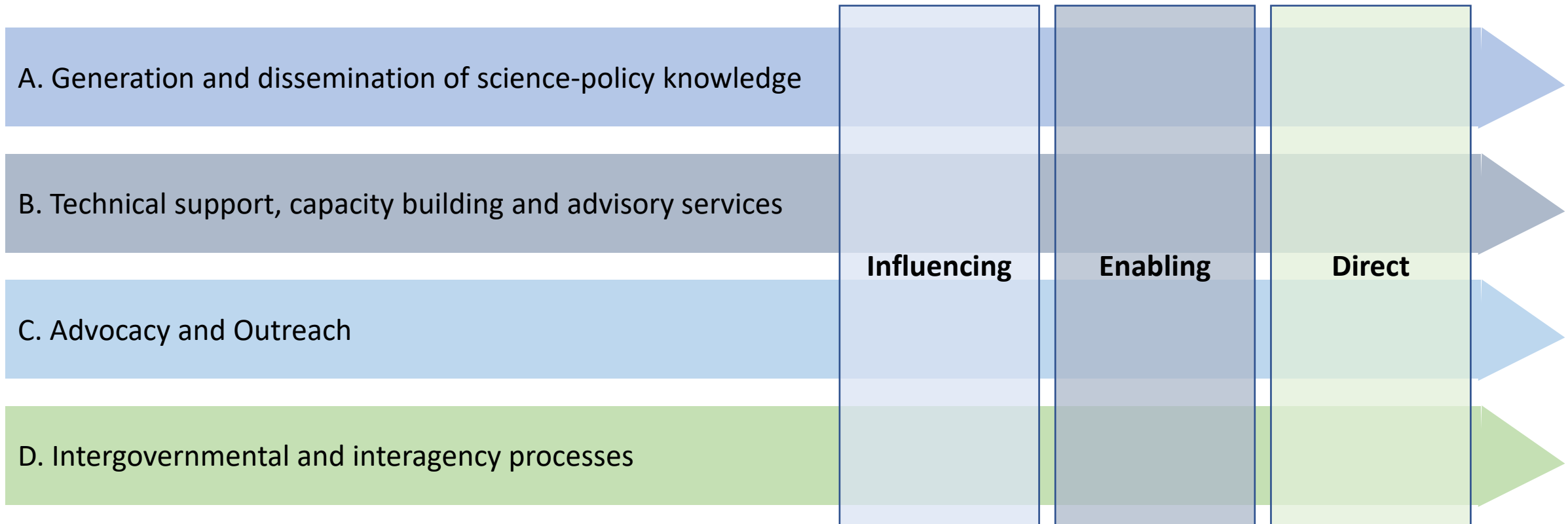
*UNEP had not clarified the coordination and cooperation mechanisms for supporting projects that were jointly implemented by UNEP divisions and ROA.....**The absence of coordination and cooperation mechanisms between UNEP regional offices and divisions** implementing projects in Africa could compromise the efficiency and effectiveness, result in duplication of efforts (OIOS Audit of UNEP Africa Office 2021)*

*“...created **a work culture of rivalries** within the organization, and a barrier to collaboration ...acutely visible in staff assessments.”*

*(OIOS Evaluation of UNEP 2019 )*

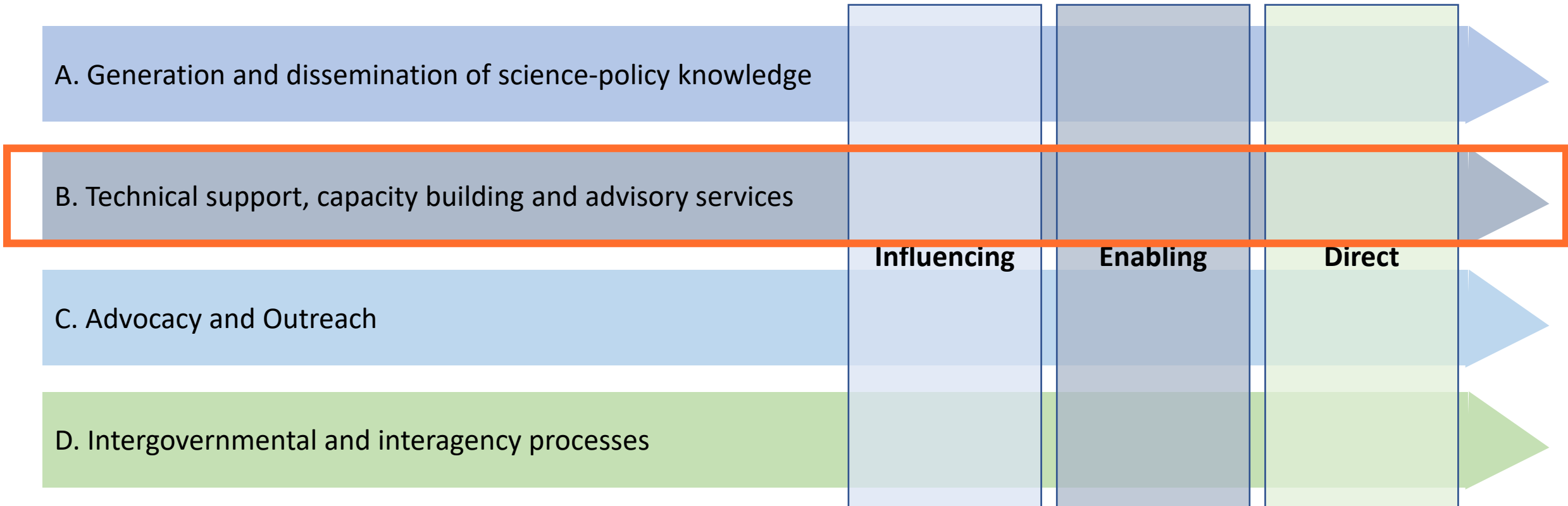
*“**UNEP did not have adequate corporate focus** and commitment from senior management and had therefore struggled to implement a business model that adequately funded the core work needed to assume its leadership role” (OIOS,2019)*

# Typology of UNEP interventions





# Focus of the changes



# Adjusting UNEP's delivery model



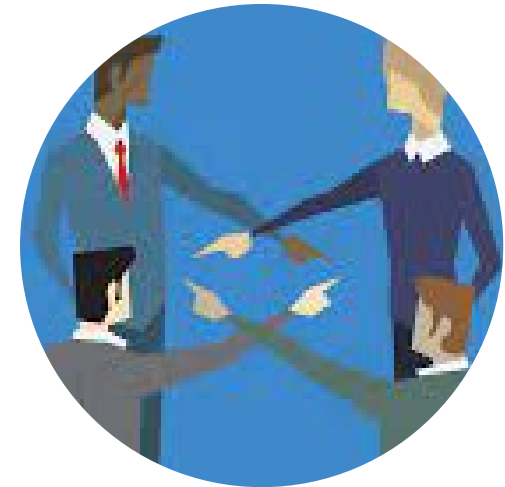
## **Focus**

on the triple planetary crises of climate, nature loss and pollution and on the most game-changing solutions



## **Teamwork**

to deliver as one UNEP so that the whole is greater than the sum of its parts



## **Accountability**

to ensure a clear line of sign from results to delivery

# One coordinated UNEP delivery process – complementary roles

## Regions

Regional & country strategic & political analysis

Regional & country alignment and ministerial

Regional & country communications

## Divisions

Technical Role

Programme coherence

Project management and accountability

Regional & country priority setting

Scientific and technical assistance

UN regional collaborative platforms and UN Resident Coordinator system

Beneficiary Regions and Countries

# Improving implementation...

## Delivery Model

1

Principles for delivery

2

Typology of interventions

3

Implementation accountability

4

Subprogramme Coordination

## “As was”

No delivery principles setting out the ‘characteristics’ of delivery

Wide range of interventions

Shared delivery and mixed accountability between Divisions and Regional Offices

Focus on coordination, monitoring and reporting, linkages global to regional not straightforward

## “Enhanced Delivery”

5 guiding principles for delivery

UNEP interventions standardised and categorized

Shared design and delivery, singular accountability

Roles and responsibilities for subprogramme coordination clarified

## Benefits

Drives culture change in UNEP

Helps to focus and clarify UNEP’s ‘offer’

Accountability aligned with respective roles and responsibilities.

Better programme coherence

...for the benefit of member states

## **Concept Approval Group**

- Designed to improve strategic alignment of project concepts to the MTS/POW before full project development.
- Group consists of SMT members and chaired by the DED

## **Enhanced Collaboration for Project Design, Approval, Implementation, Monitoring and Reporting**

- Clear roles AND responsibilities for active engagement and sign off by regional and divisional staff as well as global and regional subprogramme coordinators
- Clear process workflows for Project development

# Transition Plan

1<sup>st</sup>  
October  
2022

All new projects developed and approved in line with new delivery model

1<sup>st</sup>  
January  
2023

All projects coming up for revision are approved in line with new delivery model

1<sup>st</sup>  
January  
2024

Remaining projects are moved to new system