UNEPA’s Delivery Model -- One UNEP Delivery for better collaboration and country support

9th Annual CPR Subcommittee Meeting, Agenda Item 6 a) October 2022
Greater strategic focus

Towards the Sustainable Development Goals
“For people, prosperity and equity”

Greater Focus
Better integration

A planetary and human crisis caused by unsustainable patterns of consumption and production
Three Theories of Change for better integration
Integration in all UNEP work

2.1 Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration.

2.2 Public and private-sector financial flows contribute to improved ecosystem management.

2.3 Productive land and seascapes and fresh water are sustainably managed.

2.4 Oceans are governed sustainably and holistically at the regional and global levels.

2.5 Nature is integrated into national and international public health decision making.

2.6 Full costs and benefits of human activity are accounted for and internalized in decision making.

2.7 Natural assets are valued, monitored and sustainably managed.

2.8 A sustainable ocean and coastal economy contributes to prosperity and pollution-free development.

2.9 Institutional capacity to adopt and act on national and international commitments is enhanced and accountability frameworks are strengthened.

2.10 Sustainable value chains are adopted, product comparability is enhanced and circularity is maximized.

2.11 Illegal and unsustainable use of biodiversity decreases.

2.12 Food systems support biodiversity and environmental sustainability.

2.13 Commitments and actions to prevent, halt and reverse the degradation of ecosystems are enhanced.

2.14 Fair and equitable access and benefit-sharing frameworks are advanced.

2.15 Consumer awareness and behaviours have shifted towards products and services with lower environmental and nature footprints through digital nudging, green filtering, product labelling, certification schemes and value-chain indices.

2.16 Improved science and indigenous and local traditional knowledge contribute to sustainable management of nature.
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

A. Generation and dissemination of science-policy knowledge
B. Technical support, capacity building and advisory services
C. Advocacy and Outreach
D. Intergovernmental and interagency processes

Influencing  Enabling  Direct
Focus of the changes

A. Generation and dissemination of science-policy knowledge
B. Technical support, capacity building and advisory services
C. Advocacy and Outreach
D. Intergovernmental and interagency processes

B. Technical support, capacity building and advisory services
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

**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
Supplemental tools and processes

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

1st October 2022
All new projects developed and approved in line with new delivery model

1st January 2023
All projects coming up for revision are approved in line with new delivery model

1st January 2024
Remaining projects are moved to new system