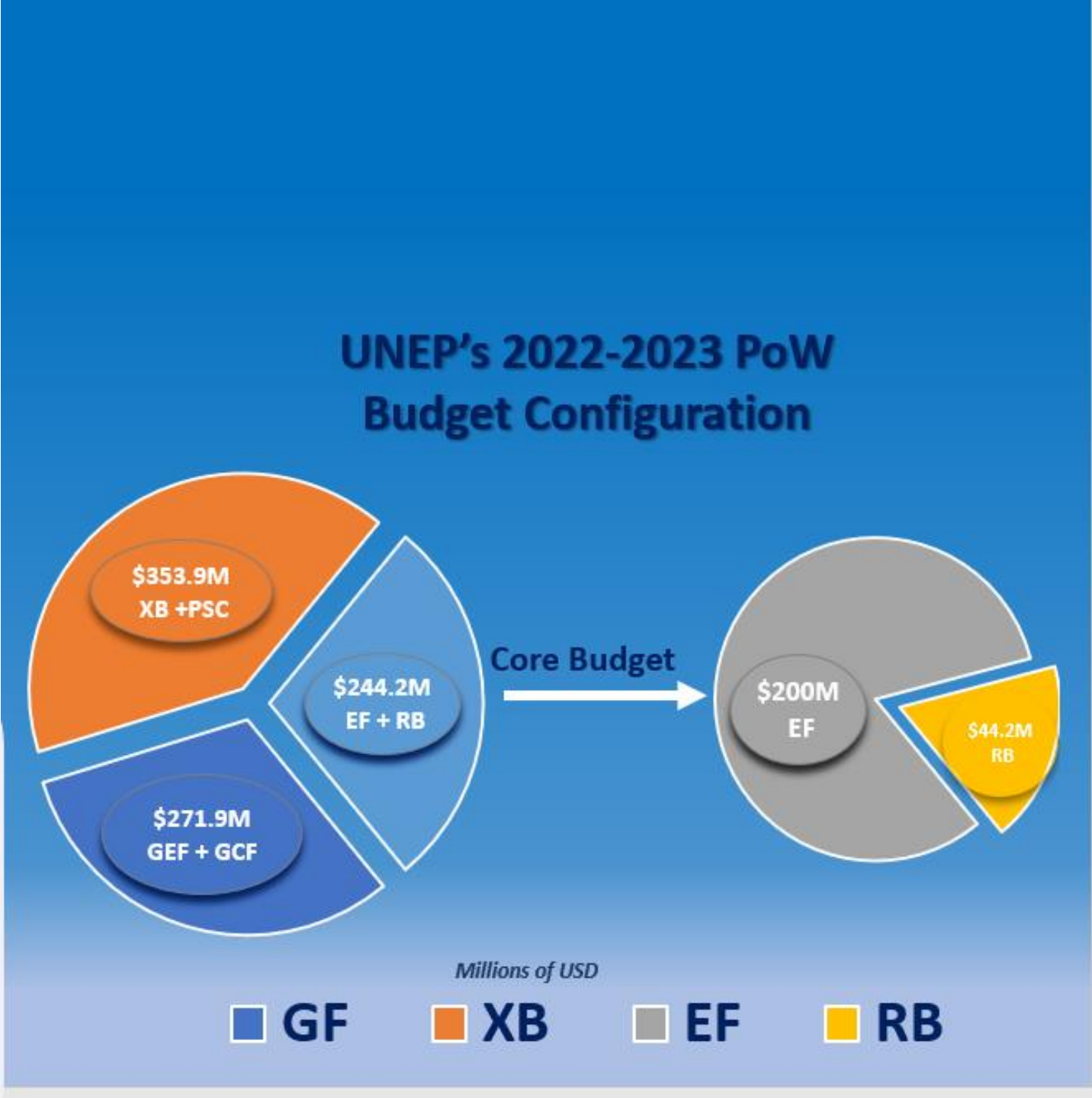
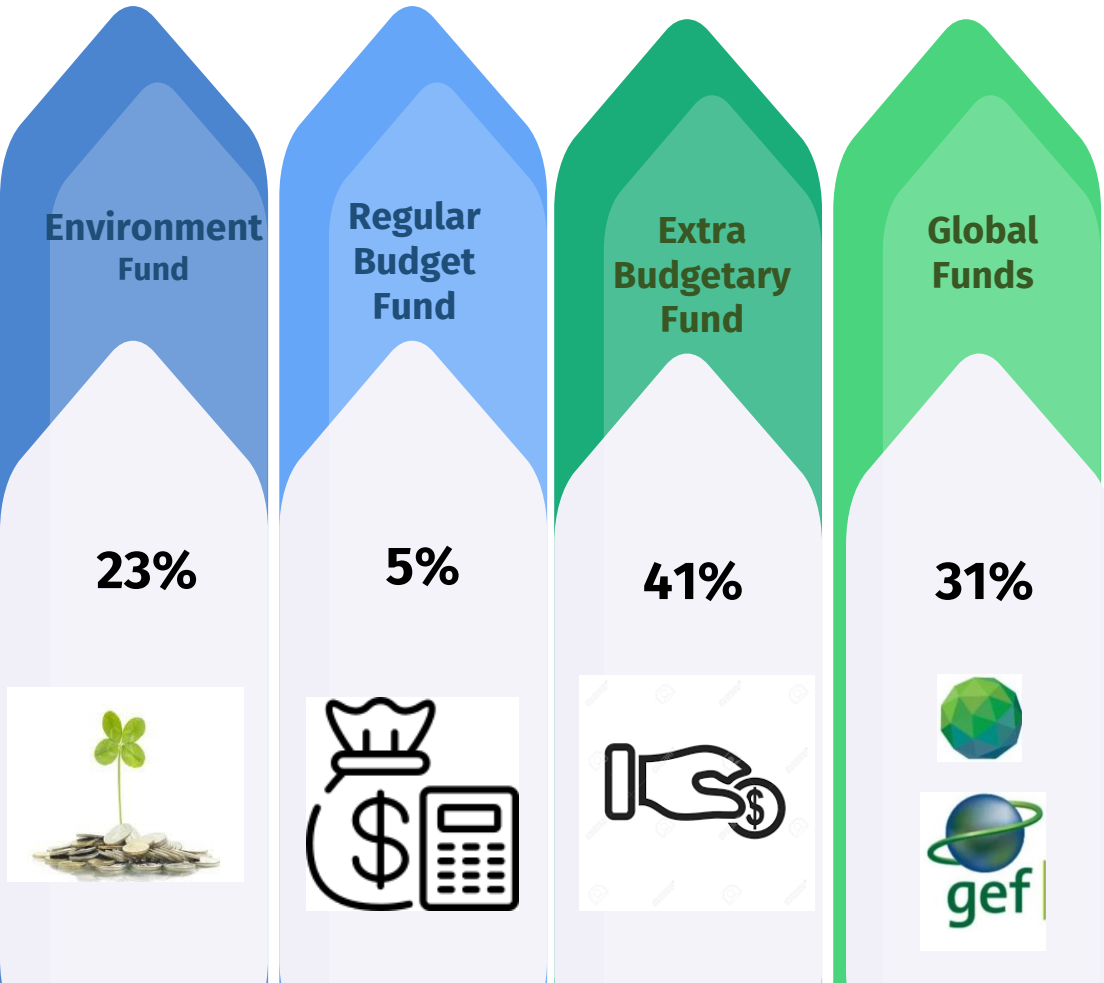


Operational Efficiency and Effectiveness

9th Annual Subcommittee Meeting
October 2022

Kathleen Creavalle, Deputy Director a.i., Corporate Services Division



Operational Excellence



Work process re-engineering



Capacity Building - Corporate Academy



Network meetings



Engagement with Service Providers - UNON, UNOG,
UNDP, UNOPS



Use of risks tools



UN Reform - Progress



Analysis of Policy gaps



Input from Benchmarking study



Training on Risk Management



Capacity assessments of Implementing Partners



Training on Anti-Fraud and Anti-Corruption



Management of procurement risks

Efficiency Gains - Procurement

- ❖ Quantifiable efficiency gains may come from procurement and mutual recognition
- ❖ Local Shared Service Centre across the UN in Kenya (Implementing partners)
- ❖ UNON and UNOG as Service Providers



Organizational
Planning

Management of
**Implementing
Partners**

**Knowledge
Assets and (Crisis)
Communication**

Procurement
External Parties

Risk Forward Strategy

Risk Awareness and Sensitization

- Online learning tools in the Corporate Academy
- Risk Focal Point Network

Operational Efficiency and Excellence

- Taskforce on Strengthening Project Management
- Update Partnership Policy
- Renewed Programme Manuel
- GEF Due Diligence and Control Frameworks
- UN-Reform engagements
- Strengthened Internal Controls
- Business Continuity and Organizational Resilience

External: Board of Auditors

2021 - UNEP Headquarters, Regional Office for North America, The Secretariat of the Convention on Biological Diversity

2022 - UNEP Headquarters, Regional Office for Europe, Regional Office for West Asia, Ozone Secretariat

Internal: OIOS

1. 2021 **Accounts Receivable and Payable**
2. 2021 **Response to COVID 19**
3. 2021 **Multilateral Fund**
4. 2021 **Regional Office for Africa**
5. 2021 **Secretariat of the Convention on International Trade in Endangered Species**
6. 2021 Evaluation of the Prevention, Response and Victim Support Efforts Against **Sexual Exploitation and Abuse** by the United Secretariat Staff and Related Personal
7. 2022 ICT Governance, operations and security
8. 2022 **Ecosystems Division**
9. 2022 **Mediterranean Action Plan Secretariat for the Barcelona Convention**

Internal audits closed since the beginning of 2021:

1. 2015 UNEP Caribbean Environment Programme
2. 2015 Environmental Governance Subprogramme
3. 2016 Resource Efficiency Sub-Programme
4. 2018 Official Travel at UNEP
5. 2018 UNEP Afghanistan Project Office
6. 2019 Recruitment Process at the UNEP
7. 2021 Multilateral Fund (MLF)
8. 2021 Evaluation of the Prevention, Response and Victim Support Efforts Against Sexual Exploitation and Abuse by the United Secretariat Staff and Related Personal.

Prior year open internal audits:

1. 2018 Audit of the Convention for the Protection and Development of the Marine and Coastal Environment of the West and Central African Region
2. 2019 Audit of Secretariat of the Convention on Biological Diversity
3. 2019 Audit of Management of Partnerships
4. 2019 Audit of Grants Management

Fostering a harmonious work environment - Policy and Approach

(1) Accountability framework: Ethics and Integrity

The UN Secretariat has a comprehensive set of regulations, rules, administrative issues, policies and guidelines to address misconduct.

Policies regarding misconduct fall under one of the 6 pillars of the UN Accountability Framework, this is “Ethics and Integrity”

UN/UNEP has 3 major priorities:

1. To prevent misconduct by UN personnel
2. To report and investigate misconduct
3. To take action to enforce UN standards of conduct on misconduct when it occurs

Over the past years, the UN has strengthened its risk management approach and has developed guidance and a set of practical tools to help the global Secretariat plan and manage risks relating specifically to conduct and discipline issues.

Fostering a harmonious work environment - Policy and Approach

(2) *Institutional priorities*

1. Prevent most serious types of misconduct

- ✓ Sexual harassment & Sexual Exploitation and Abuse
- ✓ Fraud and corruption
- ✓ Abuse of authority and harassment
- ✓ Unauthorized outside activities

3. Reporting misconduct

- ✓ Reporting misconduct to the Office of Internal Oversight Services / Investigations Division
- ✓ Carrying out internal Preliminary assessments

3. To take action to enforce UN standards of conduct on misconduct when it occurs

- ✓ Managerial, administrative and disciplinary measures

Fostering a harmonious work environment - Policy and Approach

(3) Prevention and actions

Capacity awareness/sensitization

- **United to Respect Dialogues Workshops**
- Mandatory training on “**Preventing Fraud and Corruption at the United Nations**”
- UNEP is raising awareness about fraud and corruption: **UNEP’s Corporate Academy** includes two courses on fraud and corruption: “**Anti-Fraud Policy Fundamentals**” and “**Navigating the Anti-Fraud and Anti-Corruption Policy**”
- Training to **Junior Professional Officers on sexual harassment**
- **Regular update of internal UNEP C&D page**
- **UNEP response on SH and SEA** visible and whistleblower/retaliation on **UNEP main website**
- **Annual fraud and corruption reports**
 - Annual conduct and discipline report
 - Report to the CPR on action on Sexual Harassment and Prevention of Sexual Exploitation and Abuse

Sexual Harassment

- Actively follow up on complaints for sexual harassment with the OIOS
- Broadcast to staff member on sexual exploitation and whistleblowing
- Sexual harassment action plan for UNEP

Sexual Exploitation and abuse (SEA)

- Policy: Statement on the protection from SEA for Implementing partners
- Policy: Statement on protection of SEA for UNEP Personnel

Fostering a harmonious work environment - Policy and Approach

(4) Annual reports on Conduct and Discipline, including fraud and corruption

1st annual report (1 January to 31 July 2020): 37 reports

36 closed; 1 undergoing an audit

2nd annual report (1 August 2020 to 30 September 2021): 16 reports (*)

9 preliminary assessments conducted by UNEP

1 investigation by UNEP (fact-finding panel)

6 investigated by OIOS (2 closed and 4 on-going)

Examples of managerial and administrative measures taken when closing cases (by UNEP ED)

- ✓ Reprimand letter, including undertaking trainings
- ✓ Caution letter, including undertaking trainings
- ✓ Withdrawal of authorization for outside activities
- ✓ Special leave without pay during an investigation
- ✓ Updated guidance on the use of official pouch
- ✓ (*) **USD 265,049.21** involved in 6 cases: Expenses and procedures verified; funds located and reimbursed

Update key policies and procedures

- Review and update of the 2011 Partnerships Policy and Procedures*
- Review and update of the 2013 Policy on the Use of the UNEP Name and Logo (done)*
- Development of Guidelines on consortium agreements*
- Development of a Policy on Centers Collaborating with UNEP*

Human Resources Overview

Gender Parity

Staff Distribution and Categories

Overall Gender Distribution

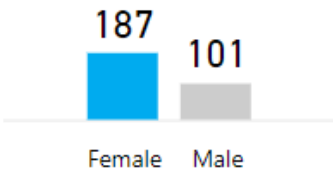
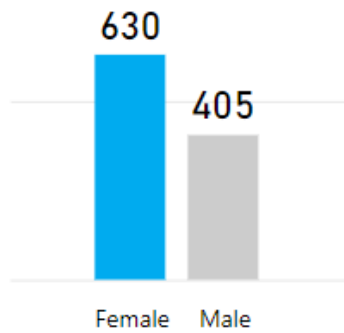
Gender ● Female ● Male



Overall Gender Overview Secretariat vs MEA

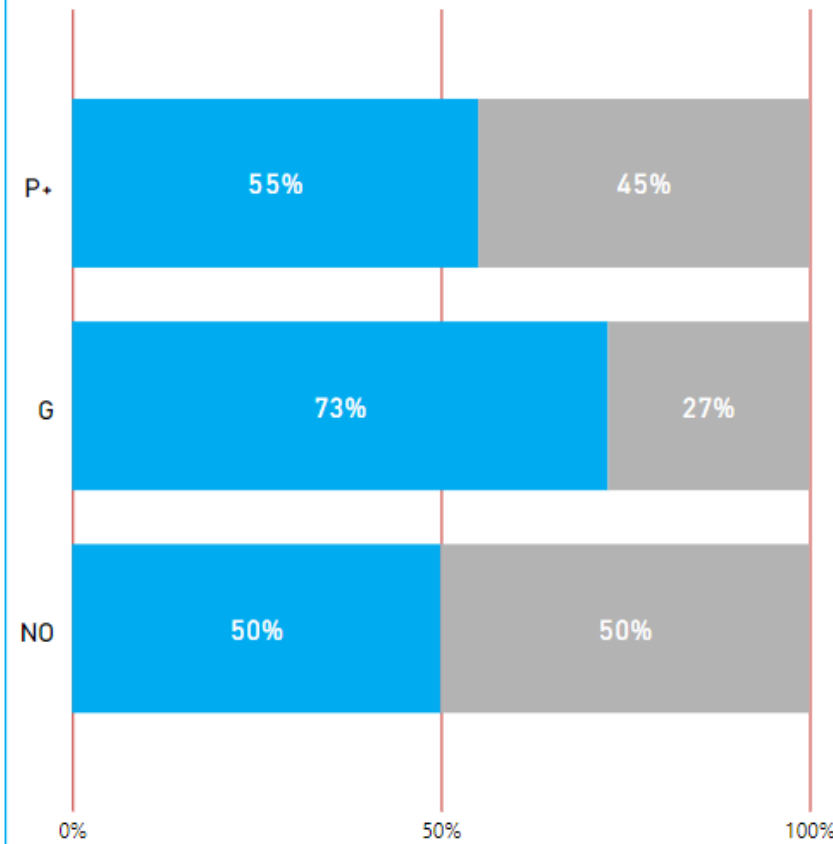
Secretariat

MEA



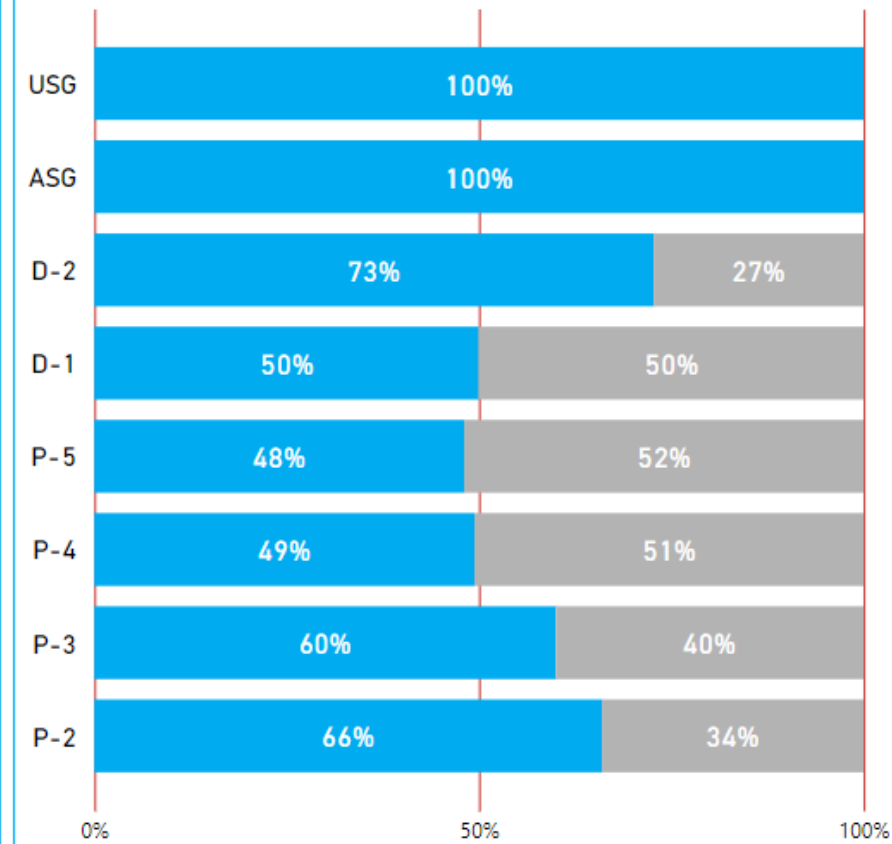
Overall Gender Distribution by Category

Gender ● Female ● Male

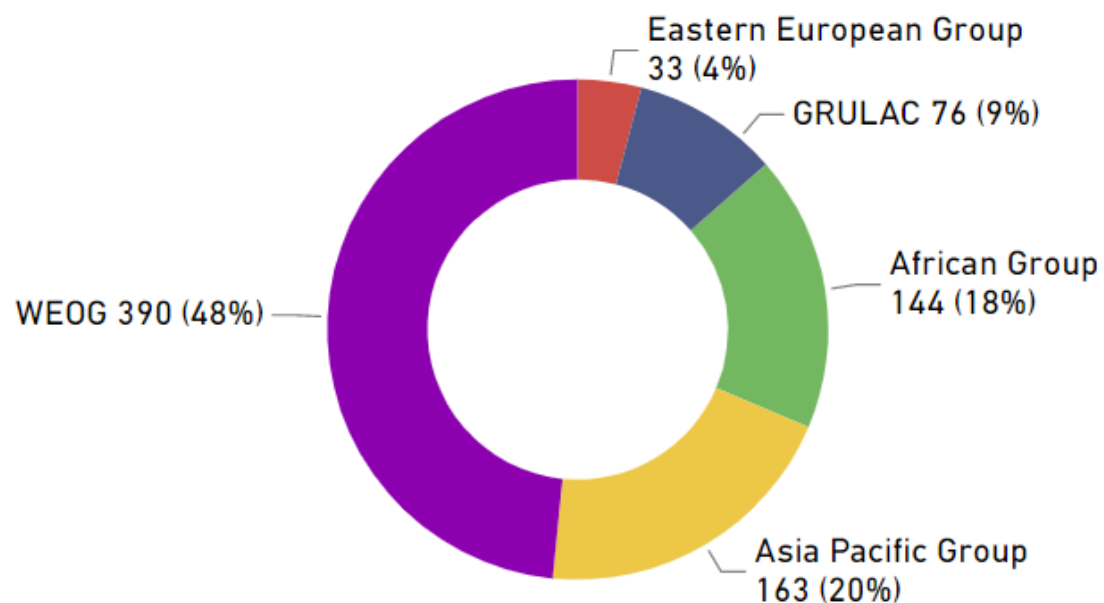


P+ Gender Distribution by Position Level

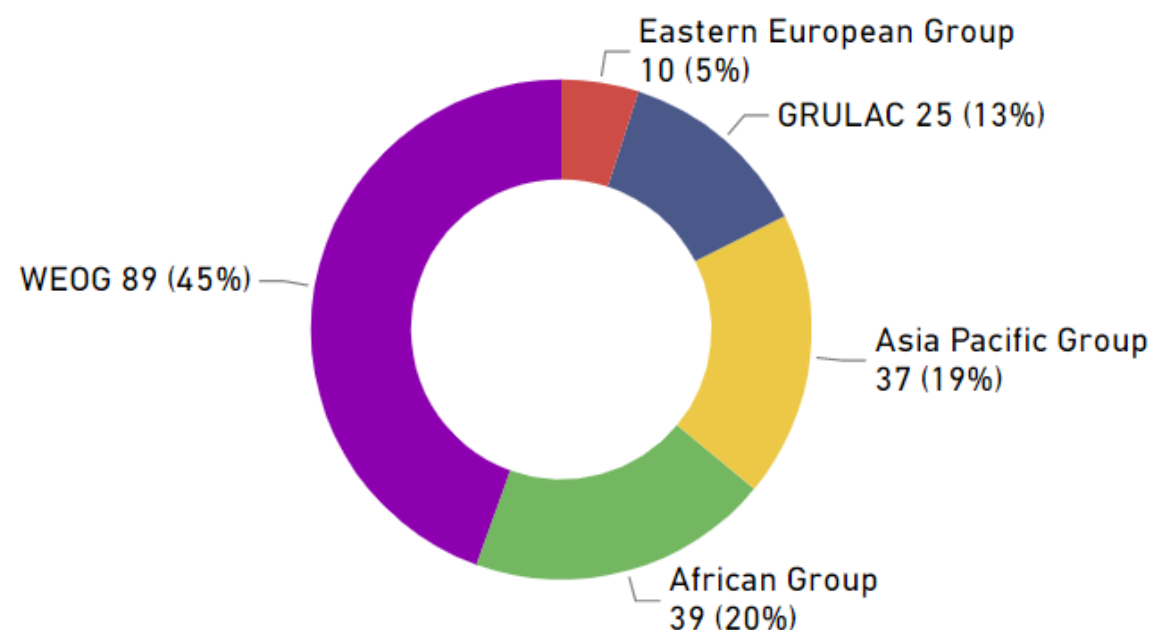
Gender ● Female ● Male



Number of P+ Staff by Regional Group



Number of P5 and Above Staff by Regional Group



Number of P+ Staff By Regional Group

Region	Secretariat	MEA	Total
African Group	124	20	144
Asia Pacific Group	136	27	163
Eastern European Group	28	5	33
GRULAC	56	20	76
WEOG	294	96	390
Total	638	168	806

Number of P5 and above Staff By Regional Group

Region	Secretariat	MEA	Total
African Group	28	11	39
Asia Pacific Group	28	9	37
Eastern European Group	8	2	10
GRULAC	18	7	25
WEOG	75	14	89
Total	157	43	200

Outreach and Young Talent in accordance to the 4-Point Plan

- **Key Achievements:**

The internal Human Resources Dashboard for senior management and hiring managers

Outreach products (presentations, distribution materials) specifically on How to Apply to UNEP for outreach events and career fairs

Working with/through UNEP networks:

- Internal UNEP sections and units who are recruiting
- UN-system wide: UN agencies/entities, inter-agency working groups
- Academic institutions with graduate programmes, research institutions and alumni networks in targeted regions and/or with large diaspora from targeted regions

Developing the Young/Future Talent Pipeline for specific number of recruitments to be targeted at focus regions.

- **Engagement**

	Engagement (Active)	Passive (Engagement)
Q1 2022	1200	1100
Q2 2022	3675	3945
Q3 2022	135	432
Total engagement	5010	4487



Informal Briefing Sessions

- *First Session - 12 October –*
 - *Introduction to Financial Management*
 - *Conduct & Discipline &*
 - *Environmental Management Strategy*
- *Feedback?*
- *Suggestions for topics*

Thank you



Kathleen Creavalle
Deputy Director a.i., Corporate Services Division
Kathleen.creavalle@un.org

United Nations Avenue, Gigiri
PO Box 30552 – 00100 GPO Nairobi, Kenya

www.unep.org