



United Nations Environment Assembly of the United Nations Environment Programme

162nd meeting of the Committee of Permanent Representatives to the United Nations Environment Programme

Nairobi, 16 June 2023

Conference Room 2

10:00 – 13:00 and 15:00 - 18:00 (GMT+3)

Hybrid meeting

Agenda item 6: Financial outlook and funding challenges for UNEP – follow up from the 9th annual subcommittee of the CPR.

The attached report contains the outcome of the discussion on the financial outlook and funding challenges for UNEP held at the [9th Annual Subcommittee of the CPR](#), which took place from 24 to 28 October 2022. Under the agenda item *Financial Outlook and Funding Challenges for UNEP*, the funding of UNEP was – for the first time – discussed as a standalone agenda item under the auspices of the CPR annual subcommittee. The overall objective of this session was to increase the understanding of UNEP’s funding situation, challenges and opportunities, and to agree on joint action to address them. Further to the [Chair’s Summary](#) of the meeting, this is the more detailed report of the dialogue and recommendations which the Secretariat was requested to prepare.

Overall, Member States welcomed the discussion and agreed with the funding challenges presented. Member States also agreed on the importance to increase the core and softly earmarked funding of UNEP, as well as to broaden the funding base, and urged those who do not yet contribute their share to the Environment Fund to do so. Member States expressed general support for the work already undertaken by the Secretariat in line with UNEP’s Resource Mobilization strategy and made recommendations for further action, including advocating for the funding dialogue to become a permanent agenda item for the annual subcommittee. Consideration was also asked to be given to bringing the discussion to other fora such as the next session of the UN Environment Assembly.

This report provides:

1. brief recap of the funding situation and challenges;
2. detailed summary of (i) the actions already taken by the Secretariat to address UNEP’s funding challenges, and (ii) proposals for further action made by the Member States at the meeting (Table 1);
3. set of proposed key actions to improve the quality of funding and to widen the funding base.

The main recommendations for action are:

- focusing on core funding by continuing the promotion of the Environment Fund as the principal fund of UNEP and the voluntary indicative scale of contributions (VISIC) as the main tool for encouraging contributions to the Fund; and exploring options to raise the level of the UN Regular Budget;
- encouraging funding partners that earmark their funding to contribute to the newly established Thematic Funds to increase flexibility in funding;
- intensifying communication efforts to demonstrate UNEP as a partner of choice, and results

achieved with core funding;

- providing visibility and appreciation to core funding partners; and
- enhancing the funding dialogue between the Secretariat and the Member States at global, regional, and national levels.

The Secretariat would welcome further guidance from the Committee on the proposals contained in this report, including any other recommendations the Committee may have for further action to strengthen UNEP's funding both by the Secretariat and the Member States.

1. Introduction to the first structured funding dialogue

Since the establishment of the United Nations Environment Programme (UNEP) in 1972, both the global environmental challenges, and the mandate and role of UNEP in addressing these challenges have expanded tremendously. Yet, the quality and quantity of funding to the organization has not kept pace with expectations and demands placed on UNEP.

As part of the intensified dialogue between the Member States and the Secretariat to identify opportunities and solutions, and agree on the related roles, responsibilities and action to address the funding challenges, the first annual structured funding dialogue “Financial Outlook and Funding Challenges for UNEP” was held at the [9th Meeting of the Annual Subcommittee \(ASC\) of the Committee of Permanent Representatives \(CPR\)](#) in October 2022.

The session was based on a [Concept Note](#) and comprised a [Presentation](#) by the Secretariat on the trends and current situation of funding, a regionally balanced panel of distinguished Member State representatives to share ideas and guidance on addressing the funding challenges, and was followed by an open discussion. The Secretariat also screened two videos of [UNEP staff and the work made possible by the Environment Fund](#), and the statements made by Member States on UNEP’s relevance.

2. Summary of the funding situation and challenges

2.1. Overview of Member State decisions on core funding of UNEP

In **1972**, General Assembly established the Environment Fund as the core fund of UNEP to provide the bedrock for UNEP’s work globally in supporting Member States to deliver on their environmental commitments.

In **2002**, Member States recognised that the funding of the Environment Fund budget was consistently not being met, and established the Voluntary Indicative Scale of Contributions (VISC) to broaden the base of contributions and enhance the predictability of financing the Environment Fund.¹

In **2012**, following the Rio+20 Conference, the General Assembly reaffirmed and strengthened the governance and the role of UNEP in the UN system, including establishment of universal membership and making a commitment to provide secure, stable, adequate and increased financial resources to UNEP.²

From **2014 to 2022**, several UNEA decisions have urged Member States to increase voluntary contributions to UNEP, notably the Environment Fund³. The “Action Plan for the Implementation of the Paragraph 88 of the outcome document of the UN Conference on Sustainable Development”⁴ recommends actions for both Secretariat and Member States to address the funding challenges.

In **2022**, the Political Declaration from the special session of UNEA to commemorate the fiftieth anniversary of the establishment of UNEP reaffirmed that all Member States should contribute financially to UNEP, urged Member States to support UNEP through core contributions to the Environment Fund with due consideration for the VISC established by the Member States themselves, and stressed the need for UNEP to diversify its donor base by encouraging Member States that do not regularly contribute to the Environment Fund to do so.⁵

¹ [UNEP/GCSS.VII/6](#)

² [The Future We Want outcome document](#) (paragraph 88b)

³ The latest decision from the fifth UNEA ([UNEA 5/2](#)) urged Member States and others in a position to do so to increase voluntary contributions to UNEP, notably the Environment Fund, taking into account the universal membership of the Environment Assembly.

⁴ [UNEP/EA.5/23](#)

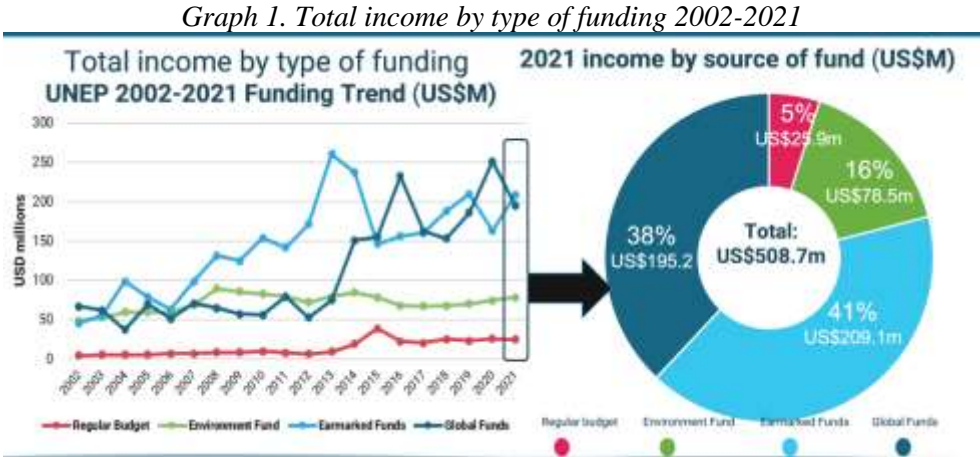
⁵ [UNEP/EA.SS.1/4](#) (paragraph 11)

2.2. Current Funding Challenges

Despite its crucial role in addressing the triple planetary crisis and the decisions and recommendations made by the governing bodies, UNEP continues to face similar funding challenges as the rest of the United Nations system related to the **quality of funding** (insufficient core funding and an increasing imbalance between core and earmarked funding); and a **narrow funding base** (over-reliance on top contributors and lack of diversification of funding partners).⁶

2.2.1. Quality of funding

Growth in non-core, or earmarked, funding has continued to outpace the growth of core funding at UNEP. In 2002, earmarked contributions (Earmarked Funds and Global Funds) provided a total of 68% of the income. In 2021 this figure had risen to 79% with only 21% of the income provided as core funding (UN Regular Budget and Environment Fund).



UNEP is very grateful for the overall increase in funding, which signals that UNEP is a partner of choice for many funding partners. However, the total and relative increase in earmarked contributions, largely for specific projects, risks to reduce UNEP’s overall ability and efficiency to direct resources towards balanced delivery of the Programme of Work (PoW) as decided by all the Member States. For example, some areas of the PoW attract more earmarked funding while core mandates of UNEP such as science-policy and environmental governance attract lessearmarked contributions.

2.2.2. Narrow Funding Base

Two important challenges related to the funding base stand out as described in graphs 2 and 3:

Graph 2: Member State contributors to the Environment Fund (in 2021) by level of contribution

Less than half of the 193 Member States provide funding to UNEP in any given year since 2012. In 2021, 79 Member States contributed to the Environment Fund. 39 of the 79 contributed their full share as per the VISC.

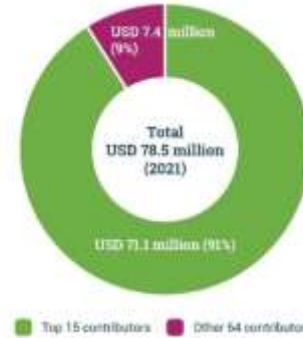
This means that the universality in membership is not translated to global responsibility in funding.

⁶ These challenges have also been confirmed by external assessments. For example, the Multilateral Organization Performance Assessment Network (MOPAN) in its [2020 assessment](#) (published 2021) concluded that while UNEP remained highly relevant and its role in global environmental issues increased, its ability to deliver its Programme of Work based on approved strategies and its comparative advantages could be strengthened through an increase in its unrestricted financial resources and greater internal control over budget allocation and use.

Graph 3: Funding of the Environment Fund (2021) by top 15 contributors and others

15 Member States, or less than 10 percent of Member States, provide over 90 percent of the total income to UNEP, including to the Environment Fund budget which is approved by all the Member States.

This creates a vulnerability as political and economic developments in only a few Member States can have serious negative consequences for funding. Further, an unequal burden sharing signals lack of solidarity to those who do contribute.



3. Summary of the session including recommendations made to address the funding challenges and opportunities identified

Following a [presentation](#) by the Secretariat and screening of a [video](#) featuring UNEP staff and highlighting their expertise, commitment and professional contribution to UNEP, which is made possible by the Environment Fund, Ms. Sonja Leighton-Kone, UNEP's Acting Deputy Executive Director, introduced the following distinguished panellists: Danny Rahdiansyah, Deputy Permanent Representative for UNEP and UN-Habitat, Indonesia; Ignas Chuwa, Director for Policy and Planning at the Vice President's Office - Environmental matters, Tanzania; Stig Traavik, Director of Department for Climate and Environment, Norwegian Agency for Development Cooperation, Norway; and Alexander McDonald, Permanent Representative of Barbados for UNEP and UN-Habitat.

The panel stimulated the discussion by bringing out important issues. Some of the key points highlighted by the panellists included the importance of understanding the process of funding allocations by governments, and in this context also the role played by Permanent Representatives and Deputy Permanent Representatives in making the case for the importance of funding UNEP's mandate to their capitals. To make funding of UNEP a priority, the panellists also stressed the need of strengthening bilateral engagement with Member States. UNEP was advised to continue organizing funding side events (e.g. at sidelines of UNGA and other global events); to leverage the Thematic Funds as means of complementing the Environment Fund; to strengthen its engagement with youth and university students to create an enabling environment for governments to invest in UNEP e.g. through the Junior Professional Officer (JPO) programme; and to increase engagement with the private sector. Further, panellists emphasized the need to demonstrate more "value for money" by increasing knowledge about UNEP's role in improving people's lives, as well as the connection between environmental challenges and the role of UNEP in addressing them (e.g. through increased communication).

The panel discussion was followed by statements and reflections from a number of delegations, first in a format of a compilation of video statements made by Member States at the UNEP@50 Special Session, and then by discussion in the meeting. Overall, those Member States that took the floor congratulated the Secretariat for having organized the session, appreciated the work and insights of the panel, agreed with the funding challenges presented by the Secretariat, and provided strong endorsement for the importance of increasing the core funding of UNEP as well as broadening the funding base, as also expressed in the [Chair's Summary](#). Several Member States urged those who do not yet contribute their share to the Environment Fund to do so.

Table 1 below provides a summary of opportunities and actions taken by Secretariat to address the funding challenges, and recommendations from Member States on further action.

Table 1: Summary table of open plenary discussion at 9th ASC funding session, organised by opportunity for improved resource mobilization as presented by the Secretariat (for more detail on opportunities identified please refer to the [presentation](#) by the Secretariat).

Opportunity identified and presented:	What UNEP has done and/or is proposing to do:	Comments and recommendations from Member States:
<p>Improving balance between core/flexible and earmarked funding by encouraging a shift from tightly earmarked to softly earmarked funding</p>	<p><u>Thematic Funds</u></p> <p>Thematic Funds were launched at UNEP@50 to support three thematic streams of MTS (climate, nature, pollution and waste). The funds provide potential to shift tightly earmarked funding towards flexible funding, and are meant to attract, leverage and amplify funding from many sources including Member States, the private sector, foundations and individuals.</p> <p>The funds are complementary to the Environment Fund.</p> <p>***</p> <p><u>Approach New Non-Traditional Funding Partners</u></p> <p>UNEP RM strategy identifies importance to approach new partners.</p>	<p><u>Thematic Funds</u></p> <p>Requested more information about the newly established three Thematic Funds. While several delegates expressed support to the Funds, some expressed concern that they could cause a diversion of funding from the Environment Fund.</p> <p>Encouraged Secretariat to build wider interest in the Thematic Funds, explaining how they could provide a welcome avenue for additional flexible funding to support UNEP’s mandate.</p> <p>Suggested that root causes for why partners choose to earmark funding should be explored.</p> <p><u>Approach New Non-Traditional Funding Partners</u></p> <p>Encouraged UNEP to explore further broadening the donor base by exploring partnerships with the International Financial Institutions, the private sector, the philanthropic sector and foundations, to leverage additional financial resources.</p> <p><u>Regular Budget</u></p> <p>Recalled the invitation to the UN General Assembly to consider, as appropriate, the level of regular-budget funding required to help UNEP to fulfil its mandate, taking into account the Programme’s approved work programme and General Assembly resolution 2997 (XXVII), as stated in the Political declaration of the special session of UNEA to commemorate the 50th anniversary of the establishment of UNEP.</p>
<p>Strengthening communication and outreach in support of resource mobilization to increase core and flexible</p>	<p>Using various tools (web, booklets, FAQs, CPR and other meetings, presentations, videos, key messages, letters, reports...) the Secretariat has increased its communication and outreach on:</p> <ul style="list-style-type: none"> • UNEP’s value, strengths and comparative advantages • The importance of core funding to the Environment Fund • Funding needs, challenges and opportunities • Greater public recognition and visibility of funding partners 	<p>Recognized the efforts that the Secretariat had made on communication and outreach.</p> <p><u>UNEP’s value, strengths and comparative advantages</u></p> <p>Encouraged UNEP to increase its visibility of its work in the UN system (to be discussed with other UN organizations).</p> <p>Stressed that visibility on the ground is very important, as embassies in partner countries give headquarters feedback on the effectiveness of the UN. It should be</p>

<p>funding, and to widen the funding base.</p>	<p>(especially top-15 and full share contributors)</p> <ul style="list-style-type: none"> • Clearer explanation of importance of core funding, the VISC and the ‘full share’ concept <p>The Secretariat aims to increasingly communicate as “One UNEP” with regards to the above.</p>	<p>very clear how UNEP works on environmental issues through partnerships with others with a bigger footprint.</p> <p><u>Visibility and appreciation of funding partners:</u> Suggested that UNEP consider stronger recognition of countries that contribute to the Environment Fund above a certain threshold e.g. by allowing them a ‘seat at the table’, to participate in steering committees, advisory boards etc. based on their strong commitment to UNEP’s work and specific expertise of that Member State in the relevant area. Such stronger involvement may also positively impact Member States’ willingness to contribute over time.</p> <p>Encouraged UNEP to provide visibility to core contributors in conjunction with flagship reports and initiatives, just like non-core contributors get. (Not a UNEP specific problem.)</p> <p><u>Communication on results</u> Called for increased and strengthened communication on UNEP’s results, especially results achieved with core funding, and UNEP’s added value, as an incentive for all Member States to contribute to the Environment Fund and as a means to raise the visibility of UNEP also at national level where budget decisions are made, as well as with taxpayers.</p> <p>Advised UNEP to increase the storytelling about solutions to environmental challenges, as well as positive human-interest stories and positive ‘way-forward’ stories that were supported by UNEP’s work to increase the buy-in for UNEP as a partner.</p> <p><u>Other</u> Called for better recognition of in-kind contributions in communication, such as funding of Junior Professional Officers (JPOs) and hosting of Centers of Excellence, and conferences and events. Encouraged the Secretariat to increase its engagement with youth and university students so that they can speak on behalf of UNEP to their national governments.</p>
<p>Capitalising on the potential of VISC as a tool to widen the funding base.</p>	<p>At its establishment in 2002, VISC caused a spike in the number of Member States that contributed to the Environment Fund, possibly also because the tool, its origin and application were fresh in memory. There is potential to make the VISC a better known, understood and respected tool among policy- and decision-makers also today.</p>	<p>Confirmed that the VISC remains a useful tool and requested the Secretariat to continue explaining its rationale especially to Member States that do not yet contribute their full share in accordance with the VISC and seek to clarify concerns these countries may have.</p> <p>Encouraged UNEP to further increase the visibility and appreciation of contributors</p>

	<p>Over the last years, the Secretariat has increasingly advocated for the VISC including using the more communication friendly ‘full share’ narrative to encourage Member States to contribute their ‘full share’ of the Environment Fund (i.e. their VISC) from a wider base.</p> <p>The Secretariat has applied a multimedia strategy that includes videos, articles, factsheets and presentations, and financial graphs/rankings for example at CPR and Regional Ministerial Meetings, and in letters from the Executive Director to Ministers.</p> <p>This strategy has contributed to increasing the number of full share contributors from 27 in 2019, to 32 in 2020, to 39 in 2021 and to 45 in 2022 (all numbers as at 31 December of respective year). Note: these countries are not only ‘traditional’ funders, which indicates that the VISC is a tool that works for a variety of countries.</p>	<p>of core funding, including those that provide their full share in accordance with the VISC, those who provide multiyear funding, and top contributors (including through the website, in communication to the CPR, etc.). This would help Member states to give more political value to non-earmarked funding and encourage other donors to do so.</p>
<p>Increased outreach and dialogue on funding between the Secretariat and Member States.</p>	<p>The Secretariat has worked with the CPR and UNEP Regional Offices to increase funding dialogues between the Secretariat and Member States both in Nairobi and at regional level.</p> <p>For example, CPR sessions regularly feature funding as part of the agenda.</p> <p>In addition, the Secretariat regularly carries out consultations both with individual Member States and groups of Member States, which include discussions on funding.</p>	<p>Noted that commitments by Member States and UNEP under the Funding Compact need to be taken into consideration.</p> <p><u>Global/Nairobi-headquarter based</u> Encouraged Secretariat to continue the funding dialogue with the CPR and consider how to bring the funding discussion to UNEA-6.</p> <p>Stressed the importance to liaise with Permanent Representations in Nairobi, also seeking their support in identifying the right people to approach in capitals to discuss funding – including reaching out to Ministries beyond Ministry of Environment.</p> <p>Supported the idea of establishing a ‘Friends of UNEP’ network to drive the funding agenda to contribute to addressing the three planetary crises. Some also cautioned against establishing networks outside the CPR and instead encouraged using CPR as platform for the funding dialogue.</p> <p><u>Regional level</u> Suggested that the Secretariat offer briefings on funding to regional groups in Nairobi and regional Ministerial meetings, supported by UNEP Regional Offices.</p> <p>Recommended that UNEP senior management participate in regional Ministerial meetings to discuss UNEP’s funding with high-level officials of the regions.</p>

		<p>Reminded that regional platforms provide invaluable opportunities for engagement between the UNEP Secretariat and the environment docket holders and national leaders in the continent.</p> <p><u>National level</u> Promoted the idea of bilateral dialogues on funding, especially with non-contributors, to analyze barriers and root causes of non-contributions.</p> <p>Encouraged Executive Director and Senior Management to visit countries that are not currently funding the Environment Fund, or to have bilateral meetings with them, to understand their reasons for not contributing and how to overcome these reasons.</p>
<p>Raising level of trust and confidence in UNEP so that it increasingly is seen as a partner of choice on the global environmental agenda.</p>	<p>UNEP has taken several steps in the last years to increasingly place itself as a partner of choice for Member States and other partners in addressing the global environmental challenges. These include:</p> <p>Being focused and results driven: MTS and POWs – focused on triple planetary crisis, New delivery model, Improved programme management, Delivering as “One UNEP”.</p> <p>Being efficient & effective: Tone on the top, Learning from best practices, Policies & procedures, Risk management and controls in place.</p> <p>Accountable: Board of Auditors, Office of Internal Oversight Services, 2021 MOPAN Evaluation, UNEP independent Evaluation Office.</p> <p>Transparent: Regular & improved reporting to MS on programme, budget, UNEA resolutions etc.</p>	<p><i>Note: Trust and confidence-building are recognized and vital element of successful resource mobilization. The content of these various measures to ensure that checks and balances are in place in UNEP were discussed in other sessions of the ASC and can be found in the Chair’s Summary including: Organizational Effectiveness; Operational Efficiency; UNEP Evaluation Office; UNEP’s role in UN Reform, etc.</i></p> <p>Recommendations related to funding to further increase trust and confidence:</p> <p>Streamline requests for funding and improve coordination of various UNEP requests for core funding and earmarked funding to address the perceived competition between such requests.</p> <p>Clarify the difference of funding UNEP’s Programme of Work and funding the UNEP-administered MEAs.</p> <p>Strengthen cooperation with the UN Development System.</p> <p>Enhance the use of pooled funds and joint programmes with other UN agencies to leverage the comparative advantages and funding of the UN system in support of the implementation of UNEP’s Programme of Work</p>

4. Proposed actions to address the funding challenges and opportunities

Based on the guidance provided by Member States at the 9th Annual Subcommittee as reflected in the Chair's summary and Table 1 as well as the UNEP Resource Mobilization Strategy, Action Plan on Paragraph 88, the results of the 2020 [online survey](#) on funding of UNEP, and the UN "Funding Compact"⁷, the Secretariat proposes the following action to capitalize on funding opportunities and to address funding challenges so that the organization can receive sufficient funding for the implementation of the Medium-Term Strategy and its programmes of work.

Objective	Proposed action
To increase core funding	<p><u>The Environment Fund</u> Further develop and present arguments and messages for the importance of core funding and the universal responsibility shared by all Member States to fund UNEP.</p> <ul style="list-style-type: none"> • Continue promoting the Environment Fund as the principal fund to receive contributions from Member States. • Advocate for the VISC as the main tool for calculating the level of funding from each Member State and promote the narrative of the importance of Member States contributing their full share of the Environment Fund budget according to VISC. • Provide public visibility and appreciation to those Member States that contribute their full share. • Share regular updates on the latest status of contributions to the Environment Fund including information on the status of contributions in accordance to VISC, and update information and communication materials on the rationale and calculation of the VISC, as per guidance received from stakeholders. • Remind Member States to pledge their contribution to the Environment Fund by sending out letters. • Communicate funding gaps and what is at stake if not enough core funding is received. <p>This can be done in various fora including the CPR and its subcommittees, UNEA, Regional and Political group meetings, Regional Ministerial meetings and bilateral meetings with Member States etc.; and through various tools including presentations, reports, speeches, letters, website, social media, publications, panel debates etc.</p> <p><u>The Regular Budget</u></p> <ul style="list-style-type: none"> • Explore the possibilities to seek for further support from the UN Regular Budget together with the Member States, UNEP Governing Bodies and the UN Secretariat.
To increase flexibility of funding by encouraging a shift from tightly earmarked funding towards softly earmarked funding	<p><u>Thematic Funds</u> Develop and disseminate information and communication materials on the Thematic Funds to</p> <ul style="list-style-type: none"> • Provide more information about the Thematic Funds to the CPR, including the governance structure, allocation process, reporting, current status and funding objectives – and demonstrate the complementarity of the new funding channel to the overall funding architecture of UNEP. • Promote the three Thematic Funds as the main channel for increasing flexible funding, and encourage funding partners that currently provide tight earmarked funding to shift this funding to the Thematic Funds instead. <p><u>New Non-Traditional Funding Partners</u></p> <ul style="list-style-type: none"> • Develop a comprehensive strategy to engage with the philanthropic sector, foundations, and high-networth individuals.
To increase communication on UNEP as a 'partner of choice'	<p><u>UNEP's value, strengths and comparative advantages</u></p> <ul style="list-style-type: none"> • Increase communication on results achieved together with the UN family, e.g. <ul style="list-style-type: none"> ○ through established mechanisms such as the Environmental Management Group and High Level Committee on Programming where UNEP strategic guidance and policy on triple planetary crisis influences UN agencies strategies and policies; ○ on the UNCT level where UNEP guidance contributes to results 'on the ground' (even if the 'work' is done by another UN entity). • Increase communication on UNEP's mandate and role in: <ul style="list-style-type: none"> ○ Environmental science&policy, monitoring the state of the environment, identifying the challenges and proposing solutions.

⁷ The "Funding Compact" (UNGA resolution 72/279) is seen as a critical tool to maximize the investments of Member States in the UN Development System and to improve the system's transparency and accountability for system-wide actions and results

	<ul style="list-style-type: none"> ○ Having the convening power of bringing together relevant stakeholders. ○ Advocacy and awareness raising on critical environmental issues. ○ Promoting and facilitating environmental governance. ○ Capacity building of Member States and other partners so that they can deliver on their environmental commitments. ○ Promoting South-South and triangular cooperation. <p><u>Results achieved with core funding</u></p> <ul style="list-style-type: none"> ● Demonstrate the value of core funding by showcasing how seed money to the Environment Fund helps leverage and multiply results by other funding and other partners. ● Pilot storytelling on multi-country /regional results achieved with funding initially provided by the Environment Fund, which paved the way for significantly higher funding e.g. from the Global Environment Facility or the Green Climate Fund.
<p>To provide visibility to and appreciation of funding partners</p>	<ul style="list-style-type: none"> ● Continue to provide visibility to contributors of core funding – especially top contributors, contributors of their full share according to the VISCS, and those providing multi-year funding – in the form of articles, web pages, social media, speeches and presentations to governing bodies, rankings etc. ● Appreciate contributors of core funding in key flagship and spotlight publications, as well as in high-level initiatives. Explore possibilities for providing “seat at a table” upon request. ● Explore better capturing of information on in-kind contributions and provide visibility and appreciation for them. ● Provide visibility to contributors of flexible funding, including contributors to the Thematic Funds.
<p>To continue dialogue with Member States on funding</p>	<ul style="list-style-type: none"> ● Further deepen the funding dialogue with Member States, including through organizing formal and informal discussions on UNEP’s funding at: <ul style="list-style-type: none"> ○ The UN Environment Assembly, e.g. as part of the leadership dialogues or a dedicated UNEP-led side event ○ The CPR annual subcommittee meeting, as a standing agenda item ○ Regular CPR meetings, through regular briefings under the agenda item on the Executive Director’s report ○ Meetings of regional and political groups in Nairobi, upon request ○ Regional Ministerial Meetings, upon request ● Establish a “Friends of UNEP” network open to all interested Member States, that will focus on identifying actions to increase funding and championing UNEP’s mandate. ● Offer dedicated bilateral presentations on UNEP funding to interested delegations, upon request.

Resource mobilization is not an activity that happens in isolation from the rest of the organization. Therefore, in addition to the above actions, areas that serve to build trust and confidence in the organization, such as robust and transparent financial accountability and reporting; evaluations and audits; well planned and executed management reforms; increasingly working together with the rest of the UN system both at policy and programme/project level and at global/country level; efficient and effective programme delivery and reporting etc. all help to make the case for investing in UNEP more compelling. Many of these topics were discussed under separate agenda items at the 9th ASC and will not be further presented in this report.

<p>5. Next steps</p>

The Secretariat looks forward to guidance from the Member States on the above proposals, and to any other recommendations the Committee may have, at the 162nd meeting of the CPR. Following this, the Secretariat will take action to implement the recommendations and keep the Committee regularly updated of progress.