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Tenth meeting

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

Conference Room 1 and 2 (in person)

and Microsoft Teams (online)

Agenda item 3d: UNEP in the context of the repositioning of the UN development system and country delivery: Draft checklist on the UN development systems reform for UN entities governing bodies.

The attached draft guidance contains a checklist for the consideration of the governing bodies of the United Nations development system entities, to “facilitate their oversight role, including monitoring and alignment and entity adherence to the dual reporting model.” This was developed by the Chair of the UN Sustainable Development Group in response to Member States request in General Assembly resolution 76/4 on the review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement. The Committee is invited to review and provide guidance to the draft inputs to the checklist, as prepared by the Secretariat.



UN DEVELOPMENT SYSTEM REFORM – CHECKLIST FOR UNSDG ENTITIES’ GOVERNING BODIES

In response to Member States request in General Assembly resolution 76/4 on the review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement, the Chair of the UN Sustainable Development Group has developed a checklist for the consideration of the governing bodies of the United Nations development system entities, to “facilitate their oversight role, including monitoring and alignment and entity adherence to the dual reporting model.” The proposed checklist aims to inform the oversight of the Resident Coordinator system performed by Member States in the General Assembly and the Operational Activities Segment of the Economic and Social Council, including through the Resident Coordinator system results framework currently being finalized, as also requested by Member States in General Assembly resolution 76/4.

The checklist covers the elements of the repositioning of the UN development system, as set out in General Assembly resolution 72/279, and as such, applies to all entities of the UN development system¹. **For each question, entities are requested to briefly explain how the entity is implementing the requirement, or, if it is not implemented, briefly set out the plans and timeline to do so. If a question does not apply to an entity, the last column offers the space for the entity to elaborate why, and provide any other relevant information relating to the implementation of the specific aspect of the reform.**

A NEW GENERATION OF UN COUNTRY TEAMS	Yes/No/Not Applicable	Please elaborate <i>(Explain how the entity is implementing the requirement, or, if not implemented, plans and timelines to do so; or, provide rationale if deemed non applicable)</i>
<i>Programmes at the country level/Strategies and UN Sustainable Development Cooperation Frameworks²</i>		
<ul style="list-style-type: none"> Does your entity have guidance or process in place to ensure implementation of the Management and Accountability Framework (MAF) requirement to “consult with the Resident Coordinator at key stages of entity-specific strategic planning”? If yes, please briefly describe how your entity monitors adherence to this requirement? 	Yes	<p>UNEP adopted its Delivery Model policy in 2022, which clarifies lines of accountability for UNEP actors engaged in its operationalization, from political engagement in the context of a reformed UN system to project design and delivery, with a focus on mechanisms for Regional Office and Divisional collaboration.</p> <p>Further to this, UNEP has established a network of focal points to UN country teams (UNCTs). The Terms of Reference for these UNCT Focal Points include engaging and consulting with the Resident Coordinator at critical stages to ensure that UNEP</p>

¹ The present document focuses on the implementation of UN development system reform mandates. It is complementary to other oversight tools at the disposal of governing bodies to assess entities’ implementation of their mandates and legal obligations.

² Source: Management and Accountability Framework and UN Sustainable Development Cooperation Framework guidance.

		interventions at the country level are aligned with the UNCT priorities. UNEP's Regional Development Coordinators further strengthen this by guiding and supporting the overall regional engagement with Resident Coordinators and UNCTs at the main stages of the Cooperation Framework cycle.
<ul style="list-style-type: none"> Does your entity's guidance or processes require that your country-level development activities/engagement derives from the Cooperation Framework, and, as a result, that it is developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with Government? 	Yes	UNEP's Delivery model policy defines the approach in programmatic design and delivery, in which each Regional Office is expected to engage with and keep a watching brief on each of the countries in their region, including regular dialogue with senior government counterparts, Regional Collaborative Platforms, UNCTs and Resident Coordinators, and to be familiar with the overall environmental setting in the countries of their region. Based on this dialogue, and with the Regional Offices' understanding of the socio-political and economic context, the Regional Offices identify priorities for UNEP support at the regional and country level, in particular as derived from the Cooperation Frameworks. Where the development of UNEP's country-level activities is not synchronised with the Cooperation Framework timeline, UNEP works in parallel towards strategic programmatic alignment.
<ul style="list-style-type: none"> Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks? 	Not Applicable	UNEP's governing body provides strategic guidance, approval of biennial Programme of Works and Budgets and reviews UNEP's programmatic performance. As UNEP's country engagement is largely funded from extrabudgetary resources, these funds are raised and programmed in accordance with the strategic guidance of UNEA and as and when funds are available. UNEP, whilst developing country engagement plans, does not have "country programmes" in the same manner as other UN entities.
<ul style="list-style-type: none"> Are all the development activities of your entity at the country level captured in the Joint Workplan of the Cooperation Framework? 	In progress	<p>UNEP is working towards ensuring that country level activities of its projects and programmes are captured in Joint Workplans of Cooperation Frameworks.</p> <p>UNEP is currently piloting country engagement plans, through which enhanced coordination of country level activities and a more systematic inclusion in joint workplans is being implemented. Additionally, UNEP has a responsibility, <i>inter alia</i>, as host to several multilateral environmental agreements</p>

		(MEAs), to support the implementation of these MEAs by the contracting parties and make all efforts to see their inclusion in the Cooperation Frameworks. Where MEAs are not included in Cooperation Frameworks, UNEP still promotes MEA implementation activities at the country level.
<i>UN Country Team Configuration³⁴</i>		
<ul style="list-style-type: none"> • What proportion of your entities' country offices have engaged in a country configuration exercise in line with the agreed Cooperation Framework, in accordance with national development policies, plans, priorities and needs and in consultation with the host government? • In how many countries did this exercise lead to a change in your business models, country-level footprint and/or programming? • In how many countries did this exercise lead to an increase in the relative share of policy advice vis-à-vis project implementation, including large-scale procurement support? 	Partially	<p>UNEP participates in the country configuration exercise in some countries. Participation to the UNCT configuration has not necessarily led to a change business model and country-level footprint of UNEP. UNEP's limited country presence naturally also limits its options to modify country presence and relate footprint.</p> <p>It is envisaged that through the implementation of the delivery model policy and the operationalization of UNEP's network of focal points to UNCTs, UNEP will develop a strategic engagement with UNCTs including in the context of country level activities and country team configuration. UNEP will work towards an evidence-based approach for strategic engagement with UNCTs, including and not limited to UNCT configuration.</p>
<i>Multi-Country Office Review⁵</i>		
<ul style="list-style-type: none"> • Has your entity reviewed and adjusted its programme responses and resource allocations in support of the priorities of Small Island Developing States? 	Yes	<p>UNEP is strengthening internal coordination on its programmatic support to the priorities of Small Island Developing States (SIDS). For this purpose, UNEP has established a SIDS Focal Point and is creating an internal working group on SIDS. The working group will coordinate UNEP support to the delivery of the SAMOA Pathway and inputs to the development of the next programme of action; it will also conduct a mapping of UNEP's current relevant programmatic activities in in order to review and adjust</p>

³ Source: UN Sustainable Development Cooperation Framework Guidance

⁴ UNHCR's contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions

⁵ Source: UN General Assembly resolution 74/297

		its support to SIDS.
<ul style="list-style-type: none"> In response to the Multi-Country Office review, has your entity taken concrete steps to review the appropriateness of expertise and organizational arrangements in MCO settings, where required? 	Yes	<p>UNEP's sub-regional offices for the Caribbean (Kingston) and for the Pacific (Samoa/Fiji) cover five of the existing Multi-Country Offices (MCOs). Other MCOs are supported by the appropriate regional office.</p> <p>Through the work of UNEP's SIDS Focal Point, and related internal capacity, UNEP aims to review its existing programmatic support to SIDS in relation to the MCO review and UNEA Resolution 2/4 and to identify opportunities to enhance future Support.</p>
<i>Efficiencies⁶</i>		
<ul style="list-style-type: none"> What % of your entity's country offices participate in the country's Business Operations Strategy (BOS)? 	Not applicable	UNEP has limited country presence, therefore business operations are mostly managed at regional or headquarter level. At headquarter level, UNEP participates in the Kenya Common Services Management Team.
<ul style="list-style-type: none"> Has your entity put in place a process to track efficiency gains, achieved individually, as well as jointly with other UN entities? If yes, does the process use the agreed UNSDG common methodology for measuring the impact of efficiency initiatives? 	Yes	UNEP is part of the working group on reporting of savings and efficiencies. UNEP follows the guidelines from the UN Secretariat on methodology and has initiated a process to track its efficiency gains.
<ul style="list-style-type: none"> Does your entity report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains? 	in progress	UNEP's efficiency gains are currently reported as part of the UN Secretariat. However, UNEP is actively working towards incorporating this specific reporting requirement into our future updates to the Committee of Permanent Representatives.
<ul style="list-style-type: none"> What % of your entity's premises are common premises? 	53%	Approximately 53% of UNEP leased offices (made up of headquarters and regional offices) are in shared premises with other UN entities.
<ul style="list-style-type: none"> What % of your entity's country offices participate in a Common Back Office? 	50%	At present, there are plans for implementing the Common Back Office (CBO) in six countries where UNEP has offices. UNEP is actively involved in the preparatory phase for CBO implementation in three of these countries: Kenya, Tanzania,

⁶ Source: UN General Assembly Resolution 72/279 and UN General Assembly Resolution 76/4

		and Brazil. Kenya is scheduled to initiate CBO operations in January 2024, while Tanzania will introduce CBO in phased stages throughout 2024, timelines for Brazil are yet to be confirmed.
<ul style="list-style-type: none"> Does your organization provide services to other entities through Global Shared Services? Does your organization obtain services through another entity's Global Shared Service Centers or through other global shared means? To what extent have you had to front load investment in order to support joint efficiency gains? 	<p>No</p> <p>Yes</p> <p>Not applicable</p>	<p>UNEP does not provide services to other entities through Global Shared Services. However, the Sustainable UN facility hosted by UNEP provides support and guidance to all UN entities in relation to the UN system-wide environmental sustainability implementation. Additionally, UNEP occasionally provides services in the form of administration of cards for DSA payments to meeting participants for other UN entities.</p> <p>UNON (and the broader UN Secretariat) is UNEP's main service provider. Further to UNON, UNEP obtains additional services from UNDP (e.g. UNV, country-level payments, etc.) and UNOPS.</p>
REINVIGORATING THE ROLE OF THE RC SYSTEM⁷	Yes/No	Please elaborate
<ul style="list-style-type: none"> Has the job description of your entity country representatives been revised as appropriate, following the reform, to: <ul style="list-style-type: none"> (a) Recognize the role and responsibility of the Resident Coordinator? (b) Reflect their accountability to the Resident Coordinator for their contribution to agreed results as defined in the Cooperation Framework and other inter-agency development agreements? (c) Reflect the responsibility for active engagement in UNCT? 	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Given its limited number of country representatives, UNEP's delivery model clearly identifies the Regional Directors as responsible for the partnership and engagement with the Resident Coordinators. Most of the Regional Director's job descriptions include a reference to working with Resident Coordinators and UN country teams. Where this is not the case, UNEP is incorporating and updating the Job Opening at the time of advertisement.</p> <p>In addition to the role of the Regional Director, UNEP's focal points to UNCTs have standardized Terms of Reference which include recognition of the role of the Resident Coordinators, the responsibility to contribute to agreed results as defined by the Cooperation Framework, and to actively engage in the UNCTs.</p> <p>A joint broadcast was issued in March 2021 from the Head of DCO and UNEP Executive Director to all UNEP Regional Directors to advise them of the Management and Accountability Framework of the UN development and Resident Coordinator</p>

⁷ Source: Management and Accountability Framework

		system at the country level and the need to align practices to its provisions.
<ul style="list-style-type: none"> Does your entity ensure that RCs have an opportunity to provide specific input to your entity's regional directors on the skillsets and leadership profile that would be relevant in a given country context ahead of the selection and deployment of new country representatives? If yes, please briefly describe how your entity monitors adherence to this requirement? 	Limited Applicability	The applicability is limited due to the limited number of country representatives in UNEP. For future selections of country representative positions that may arise, UNEP will seek the Resident Coordinator's input on skillset and profile.
<ul style="list-style-type: none"> Does the performance assessment system of your entity's country representatives: <ul style="list-style-type: none"> (a) Embed characteristics of the UN leadership framework? (b) Have at least one key result area linked to contribution to collective UNCT results? 	Yes Yes	<p>Characteristics of the leadership framework and key results on contribution to the UN country team are included in the performance assessment of Regional Directors and other staff in regional offices.</p> <p>Where UNEP has country representatives, key results on contribution to the UN country team are included in the performance assessment</p>
<ul style="list-style-type: none"> In what % of countries has the RC provided input into the performance review of your entity representative? 	in progress	Where UNEP has a country office, the Resident Coordinator and the UNEP country representative engage in dialogue on workplans, performance, and overall contribution to the UN country team processes and working areas.
<ul style="list-style-type: none"> In what % of countries do your country representatives inform the performance assessment of Resident Coordinators by providing feedback on RC behaviours against the RC leadership profile? 	in progress.	When requested by a Resident Coordinator, UNEP contributes to their performance assessments, usually through the Regional Director. Further to this, UNEP's focal points are increasingly contributing to the performance assessment of Resident Coordinators either directly or through the Regional Director.
REVAMPING THE REGIONAL APPROACH⁸	Yes/No	Please elaborate

⁸ Source: Management and Accountability Framework

<ul style="list-style-type: none"> • Does your entity have guidance or a process in place to ensure your participation in RCP initiatives to allow countries and UNCTs to easily identify and access the expertise, experts, available assets, policy and strategy work, seated in a region in a unified system? • Does your entity have guidance or a process in place to encourage the entity’s active engagement in regional rosters of experts? 	<p>Yes</p> <p>No</p>	<p>While UNEP does not have an official guidance on participation in RCP initiatives, UNEP is co-leading or co-chairing the issue-based coalitions on environment in each region. Through this, UNEP makes knowledge, expertise and approaches on climate, biodiversity and pollution available to UN Country teams.</p>
<ul style="list-style-type: none"> • Do your entity Regional Directors / Executive Secretaries of the Regional Commissions, as members of the Regional Collaborative Platforms (RCPs), include in their individual performance compacts: <ul style="list-style-type: none"> (a) their role in ensuring implementation of the Management and Accountability Framework at the regional and country level. (b) their responsibility in supporting UNCT members to drive joint results at the country level in line with the Cooperation Framework and other inter-agency agreements 	<p>Yes</p> <p>Yes</p>	<p>UNEP’s delivery model policy clearly indicates the responsibility of Regional Directors in relation to the Regional Collaborative platform and UN country teams.</p> <p>A joint broadcast was issued in March 2021 from the head of DCO and UNEP Executive Director to all UNEP Regional directors to advise them of the Management and Accountability Framework of the UN development and Resident Coordinator (RC) system at the country level (MAF). The advice indicates that UNCT members will include at least one performance indicator linked to UNCT results in their entity-specific performance assessment tool, and the RC has a formal role in providing performance inputs into the assessment process of respective regional directors on UNEP (as an additional reporting officer).</p>
<ul style="list-style-type: none"> • Do your Regional Directors or equivalent representatives of entities that comprise the UNCT contribute to the performance appraisal of the RCs? 	<p>Yes</p>	<p>Regional Directors contribute to the performance appraisal of Resident Coordinators when requested or applicable.</p>
<p>STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS⁹</p>		<p>Yes/No</p> <p>Please elaborate</p>
<p><i>Strategic Plans</i></p>		
<ul style="list-style-type: none"> • Do your entity’s strategic planning documents set out how the entity is working as part of the repositioned UN development system at the global, regional and country level? 	<p>Yes</p>	<p>UNEP’s Medium-term strategy 2022-2025 includes ‘raising the environmental ambition within the UN System, through the UN reform’ as one of its four levers of change.</p> <p>UNEP’s delivery model policy clarifies the approaches and lines of accountability for delivery in the context of the UN reform and the repositioning of the UN development systems at the global, regional and country level.</p>

⁹ Source: Management and Accountability Framework

<ul style="list-style-type: none"> Does your entity systematically communicate to all staff and representatives the new working methods needed in line with the reform of the UN development system? If yes, please provide details in the comments section. 	Yes	<p>UNEP systematically communicates through various channels to all staff the new working methods. At least two global townhalls have been held on UNEP in the context of the UN reform and on the UNEP delivery model policy. Workshops in each region and division are being held to further unpack these new working methods.</p> <p>A cross-regional workshop on UNEP’s engagement with UN country teams will be held in the last months of 2023. Regional workshops, trainings or discussions on UNCT engagement are also regularly held.</p> <p>An internal knowledge network on the UNCT engagement has also been established, as an open membership forum to discuss and exchange practices on engaging with Resident Coordinators and UN country teams.</p>
Results Reporting		
<ul style="list-style-type: none"> Does your entity systematically contribute to the annual UN Country Results Report on the implementation of the Cooperation Framework? 	Yes	<p>UNEP contributes to the annual UN Country Results Report on implementation of Cooperation Frameworks with its country level activities in several countries. UNEP is also working towards a more systematic approach on country level results reporting as part of its transition to the new UMOJA Integrated Planning, Management and Reporting System.</p>
<ul style="list-style-type: none"> Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform? 	in progress	<p>UNEP is increasingly reporting results of country level activities on the UN INFO platform.</p> <p>UNEP is working towards a more systematic approach to reporting in UN-info and is part of an ongoing pilot along with other UN Secretariat entities to explore the interoperability of Umoja-IPMR and UN-INFO with a view to streamlining country-level reporting requirements.</p>
FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS¹⁰		Yes/No Please elaborate

¹⁰ Source: General Assembly resolution 72/279, 76/4 and Funding Compact

<i>Special Purpose Trust Fund for the RC System</i>		
<ul style="list-style-type: none"> Does your entity adhere to the UNSDG guidance on the 1% levy? Do the amounts contributed by your entity as part of the 1% levy tally with the last available CEB estimates (also published as a funding annex at the ECOSOC OAS annually) of overall tightly earmarked contributions? If no, how do you explain the difference and what steps within the entity's remit have been taken to reduce the gap? 	Yes	<p>UNEP has adopted a standard procedure for review of new extrabudgetary contributions against the eligibility criteria for the 1% levy.</p> <p>UNEP reports on an annual basis to the CEB Secretariat and therefore reports provided by CEB are expected to be consistent with UNEP's records.</p>
<i>Funding Compact</i>		
<ul style="list-style-type: none"> Does your entity hold a structured dialogue with its governing body on how to finance the development results in the current strategic planning cycle? 	Yes	<p>UNEP convened the first structured funding dialogue during the 9th Session of the Annual Subcommittee of the Committee of Permanent Representatives (CPR) of UNEP in October 2022 (ASC9) to highlight the funding needs, challenges and opportunities as well as proposed actions on a way forward. UNEP regularly briefs the CPR on the funding situation, challenges and opportunities, and especially actions taken to increase core and flexible funding. The second structured funding dialogue is confirmed to take place during the 10th Annual Subcommittee meeting of the CPR in November 2023.</p>
<ul style="list-style-type: none"> Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body? 	Yes	<p>UNEP regularly reports to the Committee of Permanent Representatives, at the Annual Subcommittee meeting as well as other meeting, on Funding Compact commitments, in particular those targets on funding and engagement with UN country teams. on the funding targets.</p>

<ul style="list-style-type: none"> Recognizing the respective responsibilities of RCs and UNCTs in that regard¹¹ does your entity have guidance or a process in place for your country representatives to work with the RC to promote a coherent approach to funding as per the principles, objectives and commitments of the Funding Compact (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities)? What % of your entity's programming expenditures consists of Joint Programmes¹²? 	<p>No</p> <p>Work in progress – 2%</p>	<p>UNEP's Resource Mobilization Strategy stipulates the roles and responsibilities of different offices, such as the regional offices who lead UNEP's engagement at the country level, on their role for funding but UNEP has not developed dedicated guidance for country representatives on coherent funding at country level.</p> <p>Joint programmes are primarily carried out via collective funding managed by the UN Multi-Partner Trust Fund Office. Data from 2020 to 2023 indicates that these joint programs make up about 2% of UNEP's yearly spending.</p>
<ul style="list-style-type: none"> Does your entity have guidance or processes and instruments in place to facilitate use of relevant global pooled funding mechanisms (e.g., Joint SDG Fund, Spotlight Initiative, Peacebuilding Fund) by country representatives? 	<p>Yes</p>	<p>UNEP has processes in place to engage in the global pooled funding mechanisms at the funding instrument level where UNEP's participation is relevant and is increasingly participating in them. For example, to date, UNEP has participated in programmes funded through the Joint SDG Fund in 12 countries - Barbados, Mexico, Suriname, Samoa, Cuba, Trinidad & Tobago, Mauritius and Seychelles, Papua New Guinea, Indonesia, Fiji and the Ukraine. UNEP has also made submissions to the Peacebuilding Fund.</p>

¹¹ Source: Management and Accountability Framework

¹² As set out in the Joint Programme Guidance, "joint activities" referred to in the Funding Compact should be understood as Joint Programmes