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United Nations Environment Assembly of the United Nations Environment Programme

**Annual subcommittee meeting of the Committee of Permanent Representatives
to the United Nations Environment Programme**

Eleventh meeting

Nairobi, 8 – 12 July 2024

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

Conference Rooms 2 (in person) and

Microsoft Teams (online)

Item 5(a) of the provisional agenda

**Roadmap for the development of a medium-term strategy for the period 2026-
2029 and a draft programme of work and budget for the period 2026-2027**

Draft roadmap to formulate the medium-term strategy for the period 2026-2029 and the programme of work and budget for the period 2026-2027.

This background document entitled “*Draft Roadmap for the Development of the UNEP Medium-Term Strategy 2026-2029 and Programme of Work for 2026-2027*”, has been prepared by the Secretariat to guide the discussion at the 11th annual subcommittee meeting of the CPR, under agenda item 5 (a) (Roadmap to formulate the medium-term strategy for the period 2026-2029 and the programme of work and budget for the period 2026-2027).

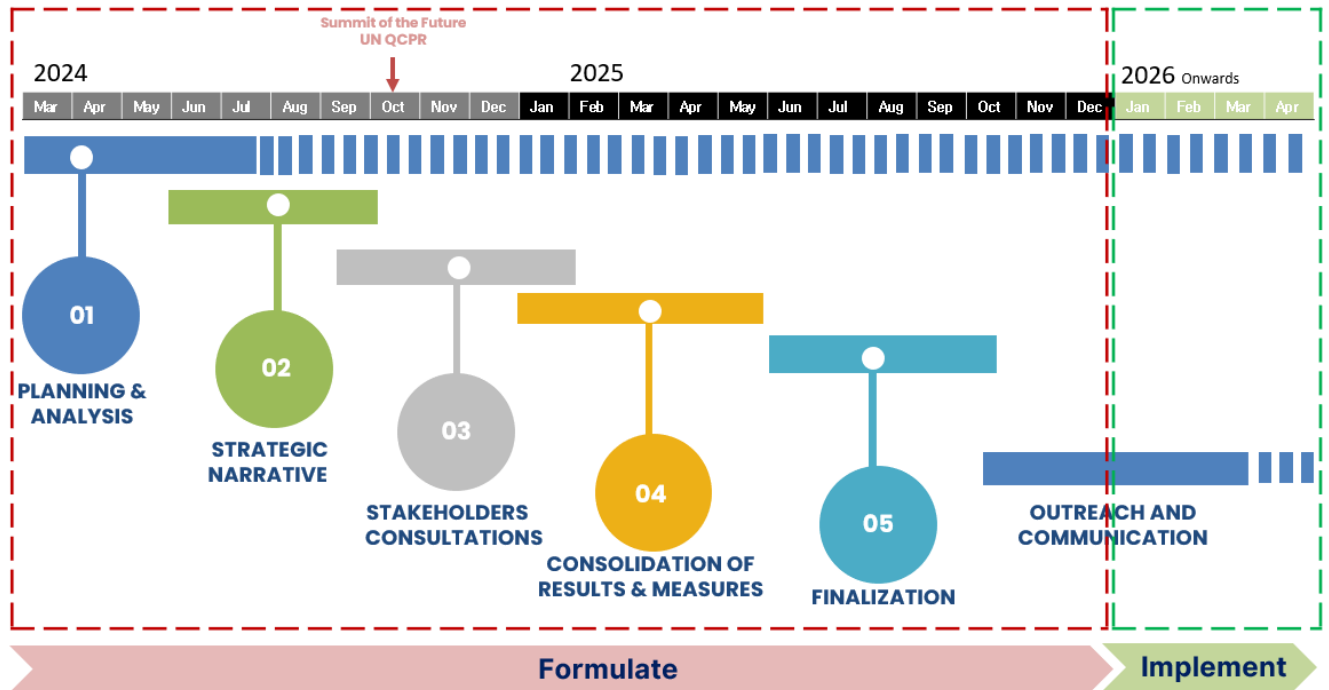
The document outlines a timeline, key steps, and considerations for developing the medium-term strategy and programme of work. The Committee will be invited to take note of the presentation from the Secretariat and provide guidance on the proposed roadmap.

- 1 Introduction:** At the sixth session of the United Nations Environment Assembly (UNEA 6), decision [UNEP/EA.6/L.3](#) requested the Executive Director of UNEP to prepare a draft **Programme of Work for the period 2026-2027** and a draft **Medium-Term Strategy for the period 2026-2029**.

This note presents a draft roadmap for consideration, outlining the key activities and strategic issues to be addressed during the formulation of the 2026-2029 Medium-Term Strategy (MTS) and 2026-2027 Programme of Work (PoW).

- 1.1 Roadmap:** This draft roadmap is an outline of steps and processes necessary for developing the MTS and PoW. It ensures inclusive and regular information sharing and consultation with Member States and relevant stakeholders, promoting alignment and understanding throughout the process.

Fig 1. Timeline and steps of the MTS Roadmap



The development of the MTS and the PoW will occur between April 2024 and December 2025. A timeline and steps of the MTS roadmap is provided above in Fig. 1, highlighting the key milestones. The following table specifies the main outputs and activities of the five steps identified above.

Steps	Outputs for feedback from Member States	Main activities
1. PLANNING & ANALYSIS	<ul style="list-style-type: none"> ✓ MTS Roadmap. 	<ul style="list-style-type: none"> ▫ Agree on the roadmap. ▫ Internal communications and engagement. ▫ Review of scientific analysis on the environment: trends, projections. ▫ Lessons learned from audits and evaluations. ▫ Consider preliminary findings of foresight process. ▫ Update mapping of globally agreed international environmental goals and targets.
2. STRATEGIC NARRATIVE	<ul style="list-style-type: none"> ✓ MTS outline. ✓ Strategic narrative. ✓ Situation analysis. 	<ul style="list-style-type: none"> ▫ Outline of MTS. ▫ Update situation analysis. ▫ Develop strategic narrative. ▫ Revise theories of change. ▫
3. STAKEHOLDERS CONSULTATIONS	<ul style="list-style-type: none"> ✓ Conclusions from virtual dialogues with countries and stakeholders. 	<ul style="list-style-type: none"> ▫ Virtual Dialogue process with countries and stakeholders, including Major Groups, UN System including MEAs.
4. CONSOLIDATION OF RESULTS & MEASURES	<ul style="list-style-type: none"> ✓ Draft MTS. ✓ Draft PoW (including budget and monitoring and evaluation framework). 	<ul style="list-style-type: none"> ▫ Definition of results and indicators. ▫ Definition of budget. ▫ Incorporate recommendations from upcoming audits and evaluations
5. FINALIZATION	<ul style="list-style-type: none"> ✓ Near final draft of MTS and PoW. 	<ul style="list-style-type: none"> ▫ Draft MTS and PoW. ▫ Presentation to CPR. ▫ Feedback from ACABQ. ▫ Final adjustments. ▫ Editing and translation.

2. Phases of the strategic planning process

2.1. Formulate: UNEP will facilitate the identification of strategic priorities, emerging science-policy issues, and global and regional relevant issues, amongst other inputs, to shape the development of the MTS. Activities will involve reviewing the latest scientific analysis on environmental trends and projections, considering the signals identified in the foresight report, and integrating lessons learned. Additionally, the process will account for broader global and regional trends impacting UNEP's operations and involve extensive consultations both internally and with external stakeholders.

2.2. Guidance: UNEP will facilitate endorsement of the MTS with governing bodies; including the review by the Committee of Permanent Representatives (CPR) and approvals of the United Nations Environment Assembly (UNEA); as well as the review of the PoW by the

Advisory Committee on Administrative and Budgetary Questions (ACABQ). In tandem, there will be iterative internal review by the CPR, to ensure the strategy is relevant and can be implemented.

- 2.3. Implement:** In January 2026, UNEP will start implementation of the approved 2026-2029 MTS and will deliver on the 2026-27 PoW.

3. Considerations for the Formulation

- 3.1. Refresh Vision:** To foster a cohesive, long-term vision, and ensure continuity and consistency across strategic planning cycles, the MTS for 2026–2029 will build upon the foundations of the current, which articulates the crisis of climate change, the crisis of biodiversity loss and the crisis of pollution. The new MTS will expand on current achievements and improve the monitoring of progress toward outcomes, enhance impact tracking. Key strategic pillars such as climate change, biodiversity loss and pollution will be retained. High-level results will be contextualised within the strategic timeframe ending in 2030, fostering the generation and sharing of insights that will guide the development of future strategic plans.
- 3.2. Analysis of environmental assessments, emerging priorities, and the Sustainable Development Goals (SDGs):** Building on the lessons learned from the 2022-2025 MTS, UNEP will identify environmental trends and emerging issues. This will involve examining key trends from the Strategic Foresight process, the Global Environment Outlook (GEO-7), and inputs from the IPCC, IPBES, IRP, and other scientific panels. Additionally, the linkages to the Sustainable Development Goals (SDGs), the Paris Agreement, the Global Biodiversity Framework, the Global Chemicals Framework, and other relevant environmental agreements will be identified as well as how UNEP can position its "offer" to support countries in implementing them.
- 3.3. Lessons learned:** UNEP is a learning organisation and aim to continually improve. Lessons will be identified from planning processes, monitoring, evaluations, and audits. UNEP's Evaluation Office evaluates all UNEP projects over \$1,000,000 and subprogrammes. A synthesis of evaluation findings will form a significant portion of the lessons learned. The lessons identified from this process will be incorporated into the development of the 2026-2029 MTS and the 2026-2027 PoW.
- 3.4. Integration of cross-cutting issues:** The analysis underpinning the new MTS process will draw on the latest environmental data and evidence, including the impact of key issues such as: climate change, biodiversity loss, pollution and land degradation. An MTS Advisory Committee will also review the geo-political and socio-economic implications of the transformational changes needed, assessing potential opportunities and threats to UNEP's success. At the same time, UNEP will systematically apply both a gender perspective and a "Leave No One Behind" lens to the analysis, so that the analytical bedrock of the new MTS enables a comprehensive understanding of how they each contribute to gaps in the achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs) and beyond.
- 3.5. Consultations with CPR:** Consultations will be conducted with the CPR to share feedback from Member States and Major Groups on UNEP's work in identifying priorities and outlining its future vision. The objective is to gather feedback from the CPR on these

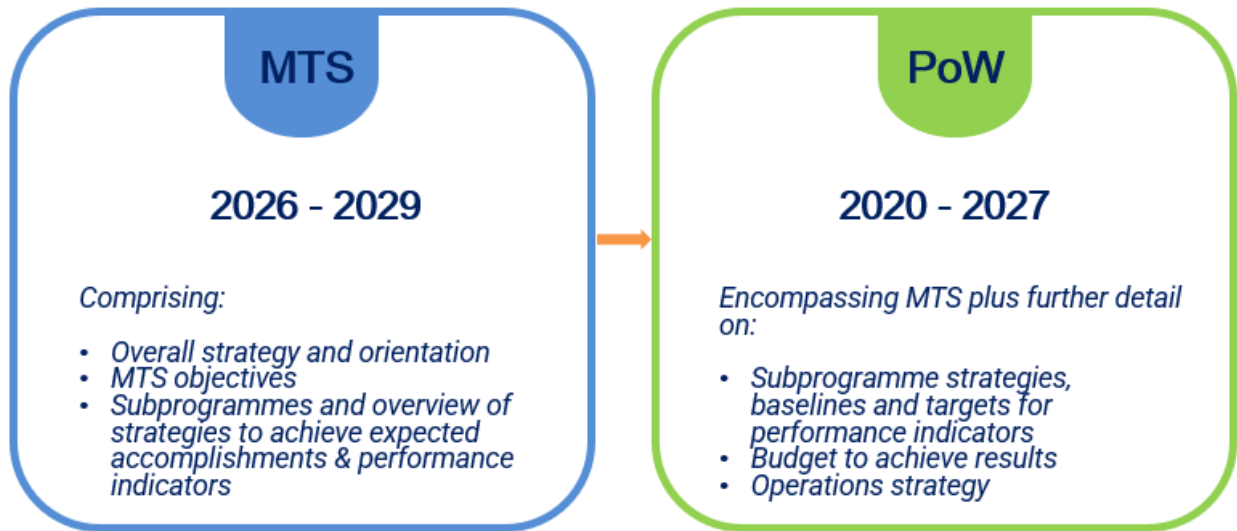
matters.

- 3.6. Regional Priorities:** UNEP will consider regional priorities and their connections to multilateral agreements, recognising their significant potential for driving local change and making progress towards the 2030 Agenda. As such, UNEP through its Regional Offices will identify regional priorities. A series of virtual dialogues, using video conferencing, with Member States will be used to capture priorities and determine the influence and relevance to the MTS and PoW.
- 3.7. Collaboration with secretariats of Multilateral Environmental Agreements (MEAs):** UNEP is committed to global multilateralism and environmental governance through the environmental rule of law. UNEP will conduct a series of sessions to engage MEAs. These sessions aim to gather insights on how UNEP's global priorities can better align with the mandates of MEAs and contribute to their implementation, ultimately informing the MTS formulation process. In support of this effort, UNEP will also review relevant resolutions from Conference of the Parties to identify key areas for synergies as determined in the latest UNEA 6 resolution on Promoting synergies for national implementation of MEAs.
- 3.8. Engagement of Major Groups and Stakeholders:** UNEP will engage with stakeholders, through the Major Groups and Stakeholders architecture including with the private sector, through a series of virtual dialogues.

4. Considerations for the Guidance Phase

- 4.1. Drafting the MTS:** A preliminary draft of the MTS will be presented for consultation with the CPR in Q2 2025. As the consultations evolve and priorities are defined, the draft will be iteratively updated to incorporate feedback and reflect insights. In September 2025, a near-final draft of the MTS—detailing the results UNEP aims to achieve during the MTS period—will be shared with the Annual Sub-Committee. This draft will include a concise strategy for achieving these results, based on identified priorities and key issues. The MTS will outline the priority areas (subprogrammes), the strategies for delivering results, and emphasize operational alignment.
- 4.2. Drafting the PoW:** Based on the theories of change and results identified in the MTS, UNEP will review how to achieve them including by strengthening partnerships. The PoW will set out how UNEP programmes are delivered through each of the UNEP subprogrammes. An evaluation plan will be developed in parallel with the drafting of the programme of work. The Advisory Committee counts on the engagement of the Corporate Service Division to identify performance against budget and lessons learned to provide a basis for the 2026-27 and the 2026-29 budgets as well as clearer alignment to results.

Fig 2. Main contents of MTS and PoW



4.3. Anticipatory and Agile: Since the 2022-2025 MTS outlined steps toward a more effective and efficient business model, UNEP has significantly invested in innovative ways of working and management for results. This includes investing in staff for sustainable organisational change, advancing gender equality, and securing a strong organisational design for collective accountability. Alongside these efforts, UNEP has focused on a digital transformation and fostering innovation. Moving forward, UNEP will embed adaptive management, enhancing our ability to anticipate and prevent environmental shocks.

4.4. Leveraging Partnerships within the UN System: UNEP will continue to deepen its partnerships within the United Nations system, leveraging the complementary skills and expertise of other agencies and enhancing coherence while guiding joint programmatic responses to tackle environmental issues. This will be done taking advantage of the fact that all strategic plans are now aligned in their timeframe following the guidance from the QCPR. By combining UNEP's environmental expertise with the rest of the UN's country, regional and global capacities, we can make a more significant impact while advancing towards a coherent integration of the United Nations Reform Agenda.

4.5. Diversifying resource mobilization: At a time when development and environmental gains are most at risk, securing predictable and flexible funding will be critical to achieving UNEP's new MTS and ultimately the SDGs. UNEP will work closely to diversify its funding base from Member States, vertical funds, and foundations as well as other funding partners.

4.6. Alignment to policy process and UNEA resolutions: To leverage the impact of UNEP's work the MTS Advisory Committee will need to ensure the UNEP MTS and work is aligned to key international policy processes. The MTS Advisory Committee will identify and keep in view Policy process dependencies.

4.7. Innovation: To move beyond ideas, UNEP will explore how to successfully implement new approaches that add value and lead to lasting impact. Throughout the strategic planning process, UNEP will place an emphasis on how innovations can be identified and

successfully adopted and scaled up to increase impact.

4.8. Integrated approaches: UNEP will extend its focus beyond sectoral challenges to identify opportunities for transformative change. The organization will build on its normative mandate but also in its programmatic role. This way, it will continue to deliver projects that are strategically planned, aligned, and managed to achieve strategic objectives. These results-based management approach will consist of a mix of short, medium, and long-term interventions, each bolstered by latest science, advocacy, investment and, moreover, impact. Adopting this approach, involves understanding issues from a systemic perspective and leveraging interconnections across various interventions to achieve broader objectives and increase results.

ANNEX 1: Evaluation and audit-related inputs and timeline

UNEP Reports	Period Covered
1. Board of Auditors Report (2023)	January 2023 – December 2023
2. Board of Auditors Report (2022)	January 2022 – December 2022
3. Office of Internal Oversight Services (OIOS) a) Audit of delegation of authority at the United Nations Environment Programme b) Audit of procurement at the United Nations Environment Programme c) Audit of the Ecosystems Division of the United Nations Environment	January 2020 – December 2022
4. Evaluation Synthesis Report a) An evaluation of the Environmental Governance Sub-Programme b) Independent evaluation of UNEP Policy & Strategy for Gender Equality & the Environment, 2015-2020 c) Terminal Evaluation of the UNEP Inquiry into the design of a sustainable financial system and Interim Review of the UNEP/GEF Aligning the financial system and infrastructure and infrastructure investments with sustainable development (Components 1 and 2) d) Evaluation of the implementation in the formulation of the Partnership for Action on Green Economy (PAGE) interagency programme 'Operational Strategy 2016-2020'	2022 - 2023
5. Formative Evaluation of the UNEP Delivery Model & Programmatic Approach, introduced in the 2022-2025 MTS	2022 – 2025 (Evaluation ongoing)
6. Evaluation of the UNEP Subprogramme on Climate Action	2014 - 2023
7. Evaluation of the UNEP Subprogramme on Chemicals and pollution	May 2024 – June 2025
8. Independent Review of UNEP's Contributions to Poverty Reduction, on behalf of Sida	2021