



Distr.: General  
4 June 2019  
English only



## **United Nations Environment Assembly of the United Nations Environment Programme**

---

**146th meeting of the Committee of Permanent  
Representatives to the United Nations Environment  
Programme**  
Nairobi, 20 June 2019  
10:00 a.m. to 1:00 p.m., 2:30 p.m. to 5:00 p.m.  
Conference Room 1

**Agenda Item 8** Back to Basics: A roadmap for strengthened foundational controls and principles for management and administration

This note serves as a background document for Agenda Item 8 entitled “Back to Basics: A roadmap for strengthened foundational controls and principles for management and administration”. It includes a short briefing note on a Foundational Management Strategy for UN Environment Programme, and a timeline for key activities.

## DIAGNOSTIC

1. 2018 OIOS Travel Audit of UNEP
2. Resignation of the Executive Director
3. Shifting management culture in the Organization
4. Concerns/complaints related to management
5. Absence of dedicated leadership in Corporate Services Division
6. Need for greater engagement with Member States
7. Greater coherence with Private Sector
8. Absence of clear policies and strategies around: Risk Management; Anti-Fraud; Management Safeguards; Harassment and Partnerships.
9. Implication of UN Reform on UNEP

## ACTIONS

- Implementing five lines of defense:
- I. Re-establishing management tone at the top:
- Reinforce values, actions and model behavior by management .
  - Reinforce a culture of accountability and transparency.
  - Issuance of new Travel Guidelines and Procedures.
  - Increase capacity for risk management and training to staff on risk management.
- II. Re-sensitizing and training staff on their role as gatekeepers and custodians of policies:
- Strengthen capacity building initiatives to empower staff on their role as gatekeepers and custodians.
  - Clarify and confirm the roles and responsibilities of CSD.
  - Role alignment within Corporate Services Division .
  - Review of existing policies and ensuring introduction of key new policies as well as updates that reflect the Secretary-General's reforms for greater efficiency.
- III. Bench-marking best practices across UN agencies and the public sector:
- Strengthen and invigorate outreach to partners and proactively engaging in resource mobilization strategies.
  - Engage in a consultancy review to establish benchmarks on policies and strategies around Risk Management; Anti-Fraud; Management Safeguards; Harassment and Partnerships.
  - Engage in a wholistic review of the management of UN Environment resources .
  - Ensure a rigorous screening and selection of partners and maintaining an overview of all partnerships.
- IV. Partnering with auditors and evaluation office to benefit from an external view:
- Agreed work plan for 2019, according to risk assessment, with auditors. For example Afghanistan, HR recruitment and MEAs.
  - Peer reviews that focus on quality assurance, risk management and lessons learned.
  - Provide updates with regard to the actions taken on closure of recommendations related to the 2018 travel audit in particular.
- V. Focusing on communication of results, improving our programme management and reporting, and improving transparency:
- Share project management best practices to enhance project design, development, reporting and monitoring.
  - Implementation of the evaluations undertaken.
  - Focus on communication of results and achievements internally and externally to improve transparency.

## RESULTS

1. Staff as custodians and guardians of policies are empowered and have more control in the execution of their duties.
2. A culture of accountability and transparency is reinforced and maintained at the top.
3. Management are clear on their roles as supervisors and are better equipped to work collaboratively with their teams.
4. Quality assurance reviews improve the quality of project management design, development, reporting and monitoring.
5. Clear systems and frameworks are in place to support risk-awareness and risk management is mainstreamed with clear policies and strategies identified.
6. A clearly defined vision and mission and a restructure and alignment of Corporate Services Division.
7. A robust communication plan/strategy based on results and built on clarity, consistency and transparency.
8. Increased staff engagement leading to improved operational efficiency.
9. Streamlined results-based management and budgeting.
10. Critical audit recommendations addressed and 75% of are ongoing/closed.



# TIMELINE FOR KEY ACTIVITIES



## Foundational Management Reform Principles for UNEP

### JUNE

1. Peer reviews of UNEP projects
2. Mainstreaming risk management and partnerships
3. Phase 1: Roles and responsibilities mapping in CSD



### JULY

1. Strengthen and invigorate outreach to partners and proactively engage resource mobilization strategies
2. Quality assurance of UN Environment projects



### AUGUST

1. Phase 2: Restructuring of CSD and alignment with broader UN Environment
2. Develop a supervisory training module to help guide the Leadership Group in their role as supervisors



### SEPTEMBER

1. Project management best practices
2. Private sector strategy concluded



### OCTOBER

1. Effective management and governance structures are in place
2. Engage more actively with Regional, Sub-regional, Country, Programme and Project Office
3. FMO/Administrative Officers Academy



### NOVEMBER

Audit work plan for 2019 and action plans under implementation



### DECEMBER

Review the Organization's financial planning, budgeting and financial implementation in the context of results-based management and budgeting

