

# How We Work

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development and its seventeen [Sustainable Development Goals \(SDGs\)](#), which cut across disciplines, sectors and institutional mandates. The goals acknowledge the integrated nature of the many challenges that humanity faces, from gender inequality to inadequate infrastructure, youth unemployment and environmental degradation.

Through the 2030 Agenda, world leaders affirmed that they are determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations". UNEP's mandate in the 2030 Agenda is to develop and enhance integrated approaches to sustainable development, and demonstrate the links between a healthy environment, strong economies and thriving societies.





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# For People and Planet: The UNEP Medium-Term Strategy (MTS) for 2022-2025

UNEP's current MTS, [For People and Planet: The UNEP Strategy for 2022-2025](#) and [Programme of Work \(2022-2023\)](#) are focused on the triple planetary crises of **climate change, biodiversity loss and pollution**, and on the most effective and game-changing solutions to these crises. The four-year strategy illuminates a path of action so that UNEP can strengthen the collective UN response to these three three crises. It will leverage the UN development system reform to engage the wider United Nations system in stronger, more coordinated, and mutually supportive environmental action.

UNEP will tackle the three crises through transformative multi-stakeholder actions that target the root causes and drivers of the crises, delivering deeper and broader impact that can underpin positive social and economic outcomes, while reducing vulnerabilities in support of sustainable development. UNEP will keep science at the centre of all decision-making processes, including on emerging issues, and that environmental rule of law continues to improve global environmental governance.

In the four-year period covered by the MTS 2022-2025, UNEP has started to develop responses and deploy solutions that aspire to achieve three (3) interlinked and mutually reinforcing **strategic objectives**, representative of the three planetary crises. Success in achieving strategic objectives will be measured by the **2025 Outcomes**:



**Strategic  
Objectives  
2022-2025**

**1 CLIMATE STABILITY**

**Where net zero greenhouse gas emissions and resilience in the face of climate change are achieved.**

**2 LIVING IN HARMONY WITH NATURE.**

**Where humanity prospers in harmony with nature.**

**3 TOWARDS A POLLUTION-FREE PLANET.**

**Where pollution is prevented and controlled, and good environmental quality and improved health and well-being are ensured for all.**

**2025  
Outcomes**

**1A** Decision-makers at all levels adopt decarbonization, dematerialization and resilience pathways.

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**2A** An economically and socially sustainable pathway for halting and reversing the loss of biodiversity and ecosystem integrity is established.

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**3A** Human health and environmental outcomes are optimized through enhanced capacity and leadership in the sound management of chemicals and waste..

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**1B** Countries and stakeholders have increased capacity, finance and access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement.

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**2B** Sustainable management of nature is adopted and implemented in development frameworks.

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**3B** Waste management is improved, including through circular processes, safe recovery of secondary raw materials and progressive reduction of open burning and dump sites.

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**1C** State and non-State actors adopt the enhanced transparency framework arrangements under the Paris Agreement.

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**2C** Nature conservation and restoration are enhanced

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**3C** Releases of pollutants to air, water, soil and the ocean are reduced.

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## Programme of Work (PoW) 2022-2023



The UNEP Programme of Work (PoW) for the period 2022-2023 describes three (3) strategic objectives: climate stability, living in harmony with nature, and towards a pollution free planet. It also maps out the causal pathways through which UNEP aims to achieve these objectives as well as identifying direct outcomes that will be delivered by the (7) subprogrammes described in the MTS and in UNEP's Delivery Model. The PoW also explains how the performance of the seven (7) subprogrammes, will be measured through a Results Framework comprising indicators, baselines, and targets.

The PoW 2022-2023 describes how coherent policy-setting and efficient programme management and support will drive the organization towards more effective results.

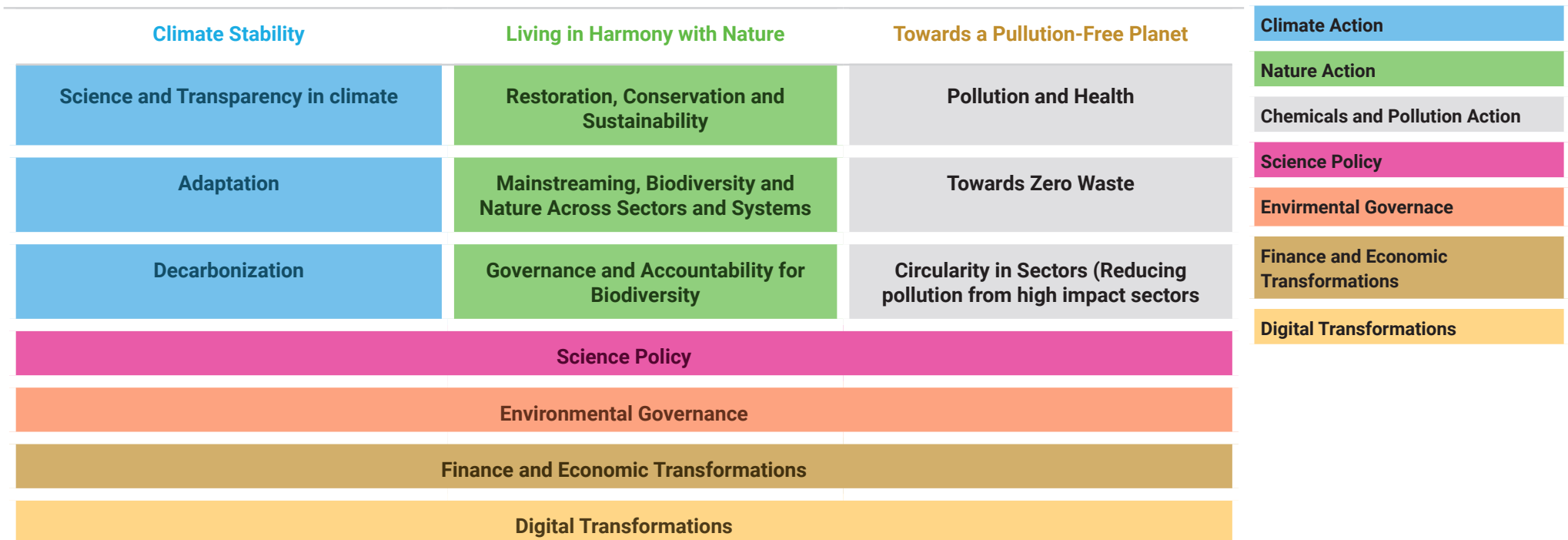
# UNEP's Delivery Model

UNEP's strengthened Delivery Model supports the delivery of the three strategic objectives of the MTS 2022-2025, and achievement of the 2025 outcomes, as well as enhancing UNEP's contribution to the 2030 agenda and the decade of action. This [Delivery Model](#) sets out the roles and responsibilities, and processes required to enable UNEP to deliver to its maximum potential in achieving its [mission](#).

UNEP's mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations. To enable the fulfilment of this mission, [UNEP's Delivery Model](#) describes and mainstreams five guiding principles: coherent strategic leadership, aligned entrepreneurship, systemic collaboration and partnership, integrated capability development and operational excellence.

## Subprogrammes and Programmes

At the core of the MTS and the Delivery Model are seven (7) interlinked subprogrammes that provide the structure for UNEP's Programmatic Approach. Three (3) **thematic** Subprogrammes of Climate Action, Nature Action, and Chemicals and Pollution Action will directly deliver the strategic objectives of the MTS, underpinned by two (2) **enabling** subprogrammes of Digital Transformations and Finance and Economic Transformations, and two (2) **Foundational** subprogrammes of Science-Policy and Environmental Governance. Together they will work in an integrated manner to deliver UNEP's three strategic objectives of climate stability, living in harmony with nature and a pollution-free planet.



UNEP employs a programmatic approach to provide the focus, coordination and thematic integration that is required to deliver the MTS and PoW, through programmes housed in the seven subprogrammes described above, with resources allocated to their delivery following the existing administrative and budgetary structure approved by Member States. UNEP will focus on thirteen (13) programmes, each of which will sit within one of the seven subprogrammes:

Through UNEP's corporate policies and procedures, the programmatic approach creates greater strategic alignment by allowing UNEP to initiate, define, redefine, accelerate or terminate interventions within a programme in accordance with the overall strategic objectives and vision set out in the MTS. It improves the management and coordination of interdependencies between projects and the sharing of knowledge within a programme and enables UNEP to handle the risks and issues that occur across a programme efficiently. This leads to a more strategic programme advocacy and communications approach. In particular, the programmatic approach strengthens UNEP's commitment to Results-Based Management (RBM) by allowing:

1. **Results focused mobilization of resources** and a strategic approach to resource mobilization based on a common understanding of donor priorities, matching projects within a programme to suitable funding opportunities, and the active marketing of thematic trust funds. Further information on UNEP's approach to resource mobilization can be found in Chapter 2.
2. **Results focussed allocation of resources** to projects within a programme through identification of priority projects required to deliver the outcomes described in the PoW and targeting of resources towards these.

## Projects

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Projects are the vehicles for UNEP's work. All projects delivered by UNEP in the period 2022-2025 will sit within a programme, and projects within a UNEP programme will share the same common objectives and target achievement of the same MTS and PoW Outcomes. Each UNEP project is governed by a Project Document (ProDoc) which describes the project's Theory of Change (ToC), Logical Framework (logframe) and the results targeted. The ProDoc identifies which Outcomes, Direct Outcomes and Outputs that a project aims to achieve, and in doing so illustrates how an individual project contributes to achievement of the programme that it sits in, and consequently the PoW and MTS.

## Programme Coordination Projects (PCP)

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The coordination, management and planning functions of Programmes takes place through Programme Coordination Projects (PCPs). A PCP utilizes a Theory of Change (ToC) to illustrate how the synergistic group of projects interacts to achieve targeted outcomes. It describes a list of projects to be developed into concepts and has an allocated budget to manage the coordination of the programme including delivering the functions listed below:



- a. Enhancing the impact of projects through coherent and coordinated delivery within a programme.
- b. Serving as an incubator and catalyst for the development of new projects within a programme.
- c. Supporting resource mobilization for strategic projects within the programmes.
- d. Building and managing strategic programmatic partnerships.
- e. Enhancing external communication of key topics of the MTS/PoW related to the programme.
- f. Providing ad hoc technical surge support to countries through the regional offices.
- g. Setting the governance, accountability and core staff resources for the coordination, implementation and monitoring of the Programme.

## Project Management Controls

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UNEP's Delivery Model emphasizes project management controls, which can be defined as internal tools, systems and processes that allow the organisation to predict, understand and constructively influence the outcomes of a project while also keeping track of the resources needed and being invested to achieve desired goals. This emphasis on project management controls includes a focus on:

1. Project design review mechanisms such as the Concept Approval Group (CAG), and Project Review Committee (PRC) which are necessary to ensure that project concepts demonstrate strategic merit, technical quality, compliance with corporate standards and contribute to the achievement of the MTS and PoW.
2. Project monitoring processes that ensure all projects are monitored on a scheduled basis with reporting and management feedback loops to strengthen Results-Based Management (RBM).
3. Financial controls including budget development forming the basis for allocation of financial resources, accurate forecasting, and expenditure monitoring, and linking advances and reimbursement to performance monitoring and achievement of results.
4. Risk management including enhanced focus on due diligence of implementing partners, PRC risk assessment, environmental and social safeguard risk identification, and the preparation, implementation, and monitoring of project risk mitigation plans.
5. Capacity building of Project Managers and project staff through UNEP-specific project management training, Results-Based Management (RBM) training, and other initiatives such as CSD corporate academies and IPMR/UMOJA training.
6. An updated Accountability Framework covering all elements of the project cycle.



# Typologies of Interventions

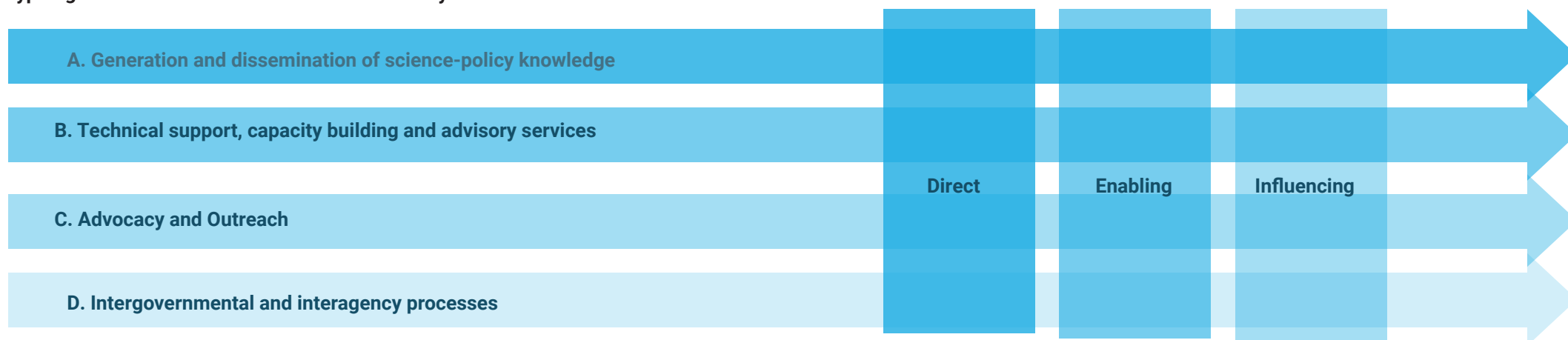
UNEP will deliver four broad typologies of interventions to achieve the aims of the 2022-2025 MTS and PoW. These are:

- a. **Generation and dissemination of science-policy knowledge** – including through scientific networks, coalitions and platforms, substantive advocacy, technical materials, and databases and digital materials.
- b. **Technical support, capacity building and advisory services** – including through policy and regulatory development, demonstration and pilot testing innovative solutions and technologies, scaling up activities with partners, and training events.
- c. **Advocacy and outreach** – including outreach programmes and special events, and Information materials.
- d. **Intergovernmental and interagency processes** – including conference and secretariat services, the provision of Secretariats of [Multilateral Environmental Agreements \(MEAs\)](#), and support for 'One UN' processes.

The typology supports dialogue with Member States on what results UNEP can deliver in the MTS and provides a framework for qualitative and quantitative reporting of them. Each of these four typologies is subdivided into three 'levels' of intervention which are critical in capturing the full spectrum of UNEP's work, helping UNEP improve how it defines and measures results, and reports and communicates these:

- **Direct:** UNEP plays a direct role, setting the scene for transformational change through science-driven global advocacy, capacity development and stakeholder mobilization.
- **Enabling:** UNEP enables others to initiate systemic change by supporting policymaking, changes in behaviours and attitudes, development of norms and standards, and institutional strengthening.
- **Influencing:** UNEP influences others to achieve social, economic, and political transformational change through strengthened global norms and standards.

## Typologies and levels of Interventions for delivery of UNEP's MTS 2022-2025



# Delivering as One-UNEP

The UN Secretary General's Reform Agenda aims to create a more accountable, cohesive, agile, and effective UN system, capable of addressing the challenges of our time and delivering better results on the ground, by adopting a needs-based approach centered on country-contextualized responses. UNEP approaches the United Nations Reform Agenda through the unified thematic lens of climate change, biodiversity loss and pollution.

Achieving the ambitions of the MTS and PoW and meeting the increasing needs of Member States to address the triple planetary crises, requires UNEP to operate at maximum efficiency and effectiveness. The Delivery Model supports the Reform Agenda by heralding a change in the way Regional Offices and Divisions collaborate on project development and implementation that capitalizes on our regional presence and political engagement. Under the Delivery Model, Regional Offices represent UNEP in the regions and lead dialogue with Member States. Within UNEP they will provide strategic and programmatic direction, thought leadership and coordination for UNEP's work as it relates to regional and national priorities, guiding the project design and implementation process. This will involve representing UNEP's work to Member States, advising on environmental priorities and guiding the implementation of projects

to deliver results in their region. A strong UNEP in the regions can assist countries, sub-regions, and regions to work towards global consensus and science-policy coherence on key issues relating to environmental sustainability, whilst creatively pursuing the regional opportunities and approaches available through the UN Reform Agenda and fostering effective partnerships to maximize results.

Regional Offices will also lead the engagement with regional collaborative, inter-governmental, inter-agency platforms, and lead UNEP engagement in the UN regional Issue-based Coalitions (IBC), to identify environmental priorities for the region and mobilize the UN Development System around a set of regional issues.

Regional Offices will engage with the UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) and national governments to identify regional and national priorities. These priorities will guide the co-design of UNEP regional and national project development. In particular:

- a. Engaging with RCs and UNCTs – through designated UNEP UNCT focal points – to ensure the environmental dimension of sustainable development is addressed in Common Country Assessment (CCA) development and review, Cooperation Framework design and implement-

tation, results reporting, monitoring and evaluation and auditing.

- b. Engaging with relevant teams in the Divisions on strategic results areas included in the [United Nations Sustainable Development Cooperation Framework](#) (UNSDCF), which require technical support for advocacy, the development of relevant joint work programmes and,
- c. Registering and reporting of UNEP's contributions and results on [UN-Info](#).

Under the Delivery Model Divisions will continue to provide the technical expertise and knowledge required to drive high-quality projects and programmes and to deliver impact for Member States and will work with Regional Offices to design and deliver appropriate interventions to inform, inspire and enable environmental action in pursuit of the results targeted in the MTS 2022-2025 and PoW. Divisions will assume greater responsibility for project management and technical expertise, and will be directly accountable for project implementation, progress monitoring, and reporting and providing the sectoral and technical depth and coherence for UNEP's work. The Delivery Model positions Divisions as having primary responsibility for project delivery to ensure that a single entity has accountability for a particular result and that interventions are delivered to consistently high technical standards regardless of where they take place

# Roles, Responsibilities, and Accountabilities

To deliver the MTS 2022-2025, and PoW 2022-2023, clear roles, rights and responsibilities will be determined for each process UNEP leads and each result that it targets, enabling the organization to work effectively across organizational boundaries and divisions. Defining ‘who does what’ across different stages of the project cycle facilitates effective work across organizational boundaries and divisions.

Each subprogramme has an assigned Directly Responsible Individual (DRI – usually a Division Director), who is responsible for providing the Deputy Executive Director (DED) with the correct information and recommendations to enable the DED (with overall **accountability** for results) to ensure programmatic coordination and results-based management across the subprogrammes.

This focus on accountability is embedded throughout UNEP’s Delivery Model and Programmatic Approach. This manual highlights roles and responsibilities throughout the project cycle, from concept development and project design through to implementation, evaluation, and closure, to promote effective project implementation. The table below illustrates some of the key roles and responsibilities that ensure correct application of the Delivery Model, Programmatic Approach and project management controls throughout the project cycle.

	Project Concept Development	Project Concept Review	Project Development	Project WReview	Resource Mobilisation	Implementation
<b>Regional SPCs</b>	Regional and National Prioritise <b>(inputs)</b>	N/A	Regional and National Prioritise <b>(inputs and recommends)</b>	ProDoc <b>(inputs)</b>	Fundraising <b>(inputs)</b>	Project support <b>(inputs)</b>
<b>Project Managers</b>	Project Concept Development <b>(implement)</b>	N/A	ProDoc Development <b>(implement)</b>	ProDoc Preparation <b>(implement)</b>	Fundraising <b>(inputs)</b>	Project Delivery <b>(implement)</b>
<b>Global SPCs</b>	Alignment to Programmes <b>(clear)</b>	Concept Approval Group <b>(input)</b>	Alignment to Programmes <b>(clear)</b>	Portfolio Coordination <b>(clear)</b>	Alignment to Programmes <b>(clearance)</b>	Validating and analyzing results <b>(implement)</b>
<b>Regional Directors</b>	Regional and National Prioritise <b>(recommend)</b>	Concept Approval Group <b>(approve)</b>	Regional and National Prioritise <b>(clear)</b>	Regional / National Prioritise <b>(clear)</b>	Regional and National Prioritise <b>(recommend)</b>	Regional Coordination <b>(input)</b>
<b>Division directors</b>	Strategic Priorities <b>(recommend)</b>	CAG Review <b>(approve)</b>	Pro Document <b>(approve)</b>	PRC Approved ProDoc <b>(approve)</b>	Resource mobilisation <b>(approve)</b>	Final project accountability <b>(Implement)</b>

In-depth guidance on the roles of Regional Offices and Divisions, and of different UNEP staff members throughout the project cycle can be found in Chapter 3 – Project Cycle Management.