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**Follow-up to and implementation of the outcomes of
United Nations summits and major intergovernmental
meetings, including the decisions of the Governing
Council**

**Resolutions adopted by the General Assembly at its
sixty-seventh session of relevance to the United Nations
Environment Programme**

Note by the Executive Director

Addendum¹

Follow-up to General Assembly resolution 62/208

Summary

The present addendum provides information on the follow-up to General Assembly resolution 62/208 of 19 December 2007. It outlines the measures taken and progress achieved by the United Nations Environment Programme as a non-resident organization of the United Nations system in implementing the management process for the implementation of resolution 62/208.

* UNEP/GC.27/1.

¹ Issued without formal editing.

Acronyms

CCA	Common Country Assessment
CEB	Chief Executives Board
DPA	Department of Political Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
EF	The Environment Fund
ESCAP	Economic and Social Commission for Asia and the Pacific
ERP	Enterprise Resource Planning
GEF	Global Environmental Facility
IPSAS	International Public Sector Accounting Standards
MDG	Millennium Development Goal(s)
MoU	Memorandum of Understanding
OCHA	Office for the Coordination of Humanitarian Affairs
OSCE	Organisation for Security and Co-operation in Europe
PBSO	Peace Building Support Office
PRC	Project Review Committee
REC	Regional Economic Commission
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNSWAP	United Nations System-wide Action Plan
WGPI	UNDG Working Group on Programming Issues

I. Introduction

1. The triennial comprehensive policy review of operational activities for development of the United Nations system was undertaken by the General Assembly at its sixty-second session, and led to the adoption of resolution 62/208 on 19 December 2007.
2. To ensure follow-up to the resolution, the General Assembly requested the Secretary General to submit a proposal, for consideration by the ECOSOC, identifying an appropriate management process for the full implementation of the resolution 62/208. The Assembly also requested the governing bodies of the funds, programmes and specialized agencies of the United Nations development system to take appropriate actions for the full implementation of resolution 62/208, and called upon the executive heads of those organizations to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the resolution for the triennial comprehensive policy review.
3. The ECOSOC, during its substantive session of 2008, approved the management process proposed by the Secretary General, as contained in document E/2008/49, which provides a comprehensive programme of work for the full implementation of the resolution 62/208 and serves as the basis for progress reporting to ECOSOC in 2009 and 2010 by the Secretary General.
4. The present report has been prepared, pursuant to the General Assembly request, to provide the Governing Council and Global Ministerial Environment Forum (GC/GMEF) with a synopsis of the measures taken and progress made by United Nations Environment Programme (UNEP) in the implementation of the management process for the implementation of the resolution 62/208. As a non-resident agency, UNEP's follow up in this regard has primarily taken place in the context of its membership in the UNDG and its increasing involvement in the CCA/UNDAF processes. Consequently, the report contains UNEP's activities in relation to those policy directives of the management process that have direct relevance to UNEP's operational role and engagements in the above context.

II. Overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals.

Policy Direction: Coordination at country level to recognize respective organizations mandates and roles and enhance the effective utilization of their resources and expertise (see para. 13 of the resolution)

5. UNEP has continued to strengthen its collaboration with the United Nations family at the country level as part of the United Nations reform and the "delivering as one" efforts. Specifically, UNEP has maintained and expanded its active engagement in the One UN programmes and United Nations Development Assistance Framework (UNDAF) processes. With the support of the resident coordinators and UN Country Teams (UNCTs), UNEP has continued to provide substantive technical inputs and expertise to the development of the One UN programmes and UNDAFs.
6. Consequently, the increased engagement of UNEP with country programming processes has raised its profile considerably. UNCTs and UN Resident Coordinators continue to acknowledge UNEP's normative, scientific and policy expert contributions and the strategic value addition that UNEP brings to these processes. UNEP's regional and sub-regional approach and its network of environmental experts within governments and civil society also continue to provide critical inputs into the UNDAF process and this has been appreciated by the UNCTs leading to an increase in the number of requests for UNEP's support.
7. Since 2011 the number of countries which incorporated environment sustainability into the UNDAF with UNEP's involvement rose from 56 to 72. By 2012 twenty eight country analysis processes had incorporated references to UNEP-supported environmental assessments and national environmental summaries that describe key linkages between environment and development at the national level. .
8. UNEP continues to make internal adjustments including developing support tools and guidance to strengthen its engagement and support UNCT processes. Specifically, UNEP increased its coordination presence and operational capacities in UNEP regional offices and a few selected countries to support engagement in UNDG processes at regional and country level. In addition, UNEP

continues to draw on the provisions of an internal “Guidance note” to build internal capacity for (i) delivering as One UNEP, (ii) integrating UNEP assistance into the UN Country Team operations and processes and (iii) enhancing UNEP response to country priorities and needs.

9. UNEP has also continued to conduct targeted internal consultations and dialogue to raise the level of awareness about UN country programming processes and ensure that the UNEP programme of work processes take these into account in the formulation and development of the biennial UNEP Programme of Work. A focused training module in UN country programming processes has also been incorporated in the UNEP Programme Manual specifically to support programme staff in the design and implementation of UNEP’s country level interventions.

10. UNEP continues to draw on the expertise of an internal network of divisional focal points to help match potential UNEP interventions to country priorities and needs articulated in the UNDAFs and related national development planning frameworks. Additionally, UNEP uses internal “Virtual Country Teams” led by the UNEP Regional Offices as the principal mechanisms for spearheading coordinated and coherent UNEP engagement with the UN Country Teams.

III. Funding for operational activities for development of the United Nations system

Policy Direction: Organizations to address the imbalance between core and non-core resources

11. The Environment Fund (EF) and the UN Regular Budget constitute UNEP’s core sources of funding. The EF is made up of voluntary contributions from member states. UNEP’s funding is supplemented with extrabudgetary funding, comprising funds that are either soft or hard-earmarked to particular subprogrammes or projects.

12. Following up on GA resolution 66/288 of 27 July 2012, which endorsed the Rio+20 Outcome Document, *The Future We Want*, the General Assembly adopted resolution 67/213 of December 2012, which provides for the *strengthening and upgrading* of UNEP in the context of strengthening international environmental governance. It also acknowledged the decision “*to have secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary contributions to fulfill the mandate of the United Nations Environment Programme*”. Resolution 67/213 requested “*the Secretary General, in line with paragraph 88 (b) of the outcome document of the United Nations Conference on Sustainable Development to reflect in the 2014-2015 biennium budget proposal resources that take into account the proposed revised programme of work of the United Nations Environment Programme and the implementation of paragraph 88, subparagraphs (a) to (h), of the outcome document of the United Nations Conference on Sustainable Development, as well as opportunities for increasing the efficient use of resources.*”

13. As per resolution 2997 of 1972, reaffirmed by the GA in 2012, the regular budget of the UN serves the GC and the UNEP Secretariat, while the Environment Fund of the UN was established for the purpose of funding environmental programmes, including relevant operational programme costs and programme support costs. As the purchasing parity of the regular budget of the UN eroded through the years, the GC found itself constrained to approve funding from the Environment Fund to cover the costs of serving the UNEP governing bodies and core secretariat functions. The budget for the biennium 2014-2015 will include an increase for funding under the regular budget and voluntary Environment Fund contributions to implement the expanded mandate of UNEP as reaffirmed in GA resolution 67/213.

14. Enhancements in the regular budget of the UN to UNEP for the biennium 2014-2015, which are currently only partially covered by the regular budget of the UN, are to service the governing bodies, enhance coordination in the UN system on environmental matters, strengthen regional offices and outreach, ensure participation of civil society, strengthen the science-policy interface, communication and information, strengthen responsiveness and accountability. As a result of the analysis done to cover the requirements in paragraph 88 of the outcome document, UNEP will be requesting an increase of \$33 million from the biennium 2012-2013 to \$47.7 million for 2014-2015 which would be at approximately one per cent of the overall regular budget of the UN.

15. Through the Committee of Permanent Representatives (CPR) in Nairobi, Member States encouraged UNEP to move towards a budgeting methodology that would link resource requirements to the outputs of the PoW. This implied a new approach for the biennium 2014-2015, aligning budgeting with the PoW that was based on an analysis of the relative workload and resource requirements of each output and expected accomplishment, aggregated at subprogramme level, rather than taking the previous biennium (2012-13) budget as a point of reference as was done in the past. The Environment Fund budget for the biennium 2014-2015 aims to ensure that UNEP can deliver core

deliverables in the PoW. The Environment Fund budget, estimated at US\$ 110 million for 2014, and 135 million in 2015 (\$245 million over the biennium) covers both a significantly higher impact of existing outputs, and more ambitious outcomes in relation to capacity building and regional/country level involvement.

16. Other trust funds and sources of earmarked funding are particularly difficult to predict in the current financial context. Although the past trend has been for actual extrabudgetary contributions to UNEP to exceed planned budgets, a number of major contributors to UNEP have recently decided to move towards an “all core” or “essentially core” policy. Such a move is consistent with the Paris Declaration, Accra Agenda and Busan Partnership, which emphasize the cost-effectiveness of unearmarked development funding. The move of donor contributions to unearmarked funding is an especially important factor in a time of financial constraint. Following a review of funding prospects from these sources for each subprogramme, based on close review of donor intentions for trust funds established under each subprogramme, as well as cross-cutting donor-specific trust funds, a realistic budget for the biennium was established at US\$ 202 million. The aim for the biennium 2014-2015 is to use extrabudgetary funding to leverage greater transformational change than with UNEP’s own core resources. Extrabudgetary funding would therefore be used to extend UNEP’s reach above what UNEP will deliver with the Environment Fund. Extrabudgetary sources will therefore leverage greater involvement of strategic and investment partners to further enhance UNEP’s ability to upscale the use of its products.

17. In summary, the budget for the biennium 2014-2015 is underpinned by a strategic analysis guided by member states’ priorities, taking into account Rio+20. The proposal for the use of the regular budget of the UN emphasizes the need for a core set of functions to be covered on a sustainable basis including leadership and servicing the governing bodies; regional directors and their basic staff; south-south cooperation; keeping the environment under review, UNEP’s relations with major groups and stakeholders, amongst others. A hierarchy of priority levels is reflected in the UNEP budget for the biennium 2014-2015. Under UNEP’s proposed scenario for 2014-2015, the regular budget of the UN covers the core secretariat functions, of the highest priority; the Environment Fund, the most important activities of the UNEP PoW; and trust funds and extra budgetary funding, those PoW activities that are dependent on further funding.

IV. Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity-building and development

Policy Direction: The United Nations system to develop capacity of developing countries to coordinate and evaluate the impact of external development assistance (see para. 37 of the resolution); to support the development of frameworks to enable countries design, monitor and evaluate results in capacity development (see para. 38 of the resolution); and to create and report on results framework to measure capacity-building initiatives and activities of the United Nations (see para. 42 of the resolution).

18. UNEP’s engagement in the One UN programmes and UNDAF processes has incorporated a focused approach for its capacity building activities at the national level. UNEP’s interventions as articulated in the Programme of Work continue to be incorporated in the One UN Programmes and Common Country Assessments (CCAs)/UNDAFs. These interventions are at higher levels of aggregations and are further elaborated when the UNDAFs are translated into specific joint programmes and workplans.

19. UNEP has strengthened its interaction with national environmental institutions to enhance their engagement in the UNDAF processes and thereby ensure effective integration of their activities and priorities in the country’s planning processes. Through this approach, UNEP has thus enabled better alignment of the environment outcomes and outputs in the UNDAF with national priorities

20. UNEP’s engagement in the UNDAF adheres to and supports the strengthening of monitoring and evaluation tools, including the use of the results matrix to track activities. Further, UNEP actively participates in the Mid-term and Annual Reviews of the UNDAFs.

Policy Direction: The United Nations organizations to adopt measures that ensure sustainability in capacity-building activities (see para. 39 of the resolution); to use, to the fullest extent possible, national execution and national expertise/technologies as the norm to implement operational activities (see para. 39 of the resolution); and to strengthen and progressively rely on national procurement systems (see para. 41 of the resolution)

21. UNEP has strengthened its project review process to ensure sustainability of the outcomes of its efforts, particularly in terms of the outcomes that are expected from its capacity building support to countries. Within its project review processes, UNEP has also strengthened the review of execution modalities for projects and the involvement of national partners and expertise. UNEP has also played a key role in strengthening the efficiency and transparency of procurement processes, ensuring training of all its staff and how best to ensure that standard UN procedures can help operationalize para 41 of the resolution.

22. UNEP is continuing to support the Harmonized Approach to Cash Transfer (HACT) when the projects are jointly implemented with UN agencies or using UN Service Centers at the country level. For example, Poverty and Environment Initiative (PEI) projects in the Democratic Republic of Congo, Nigeria and Sudan all use HACT standards. UNEP has a mandate for capacity building and technology support for countries under its Bali Strategic Plan. To this end, UNEP works closely with scientific experts and policy-making networks for knowledge sharing and capacity building in the field of sustainable development and environment at the country level.

Policy Direction: Funds, programmes and specialized agencies to intensify collaboration at the country and regional levels in strengthening national capacities (see para. 43 of the resolution)

23. Working together with other UN partners at the country level, UNEP continues to support the integration of environmental sustainability into the UNDAF. To date, UNEP has actively supported over 70 UNDAFs by participating in various UNDAF formulation meetings, by strengthening country analysis with environmental data and information, including for the production of National Environmental Summaries, and by training of UN Country Teams in mainstreaming environmental sustainability and climate change.

24. Engagement in the UNDAF process has enabled UNEP to channel UNEP's support stipulated in its Programme of Work to countries in a coherent and coordinated manner where relevant. Through UNDAF process, UNEP is seen as a strategic partner at the country level, which can provide unique technical expertise in environment and climate change. Collaborative relationship with other agencies was enhanced, resulting in resource mobilization opportunities, including One UN Funds.

25. In 2012, UNEP conducted training sessions in Bhutan, Madagascar, the occupied Palestinian territories and Togo in order to enhance the capacity of the UN Country Teams and their national partners for mainstreaming environmental sustainability and climate change. Training for UNEP staff on country-level programming was also conducted as part of the UNEP-wide Results Based Management in Nairobi, Bangkok, Geneva, Nairobi, Panama City and Paris. UNEP also provided support in the formulation of National Environmental Summaries in Cote d'Ivoire and Madagascar. In addition, UNEP supported UNDAF formulation in Belize, Cape Verde, Costa Rica, Democratic Republic of Congo, Moldova, Nepal, Niger, the occupied Palestinian territories, Thailand and Vietnam. As a result, greater priorities were placed on issues related environmental sustainability and climate change in these countries' UNDAFs.

26. As the convenor of the Environment and Climate Change window of the MDG-F Joint Programme initiative, UNEP provided technical and expert support to 17 Joint Programmes in Bosnia and Herzegovina, China, Egypt, Ethiopia, Mauritania, Mozambique, Nicaragua, Panama, Peru, Philippines, Senegal and Turkey, Afghanistan, Colombia, Ecuador, Guatemala, and Jordan. UNEP's support in these programmes focuses on adaptation measures for coping with climate change, including community preparedness to tackle the impacts. Specifically, UNEP provided technical and advisor support on environmental policies and policy options at national, regional and local levels, provision of tools, best practices and lessons learned to local communities as well as training and capacity development.

27. UNEP was also the lead for the knowledge management (KM) activity for the environment & climate change window covering all the 17 Joint Programmes this window. The KM project provided expert support to the Joint Programmes in their areas of priority and a platform for information exchange through an actively moderated community of practice. The project also generated lessons learnt and success stories which were subsequently translated into a publication - Seeds of Knowledge- launched in December 2012.

B. South-South Cooperation and development of national capacities

Policy Direction: *Funds, programmes, specialized agencies and other entities of the United Nations system to mainstream support to South-South and triangular cooperation (see para. 48 of the resolution)*

28. South-South Cooperation in the context of UNEP is not a separate process or initiative. It serves as an integral cross-cutting mechanism for the delivery of capacity building components of relevant project activities articulated in the UNEP biennial programmes of work. UNEP has developed a policy guidance which serves as an agency-wide reference tool for, and substantive input into UNEP's efforts to systematically apply South-South Cooperation in the delivery of the objectives of the Bali Strategic Plan. The policy guidance provides clear direction for addressing, in the short and medium term, the challenges that have hitherto impeded faster uptake of South-South Cooperation in the UNEP programme of work.

29. Consequently, South-South Cooperation has been increasingly incorporated in UNEP programmes of work for 2010-2011 and 2012-2013 as a key mechanism for delivering capacity-building and technology support. Projects and activities with South-South Cooperation modalities have been reported from all the six sub-programmes (Climate Change, Disasters and Conflicts, Ecosystem Management, Harmful Substances and Hazardous Waste, Resource Efficiency and Environmental Governance),

30. In addition, UNEP has developed a South-South Cooperation Exchange Mechanism to facilitate countries to identify and access a wide range of information on available technologies, expertise, experiences, opportunities, best practices, methodologies, advisory services, training opportunities and appropriate networks, particularly in countries and regions of the South.

31. At the global level, UNEP has continued to step up efforts to support policy dialogue regarding South-South Cooperation on environmental issues at international conferences including meetings of the Conferences of the Parties in order to promote partnerships for enhancing South-South and triangular cooperation. In particular, UNEP provided substantive inputs and also participated in the 17th Session of the UN High-level Committee on South-South Cooperation in May 2012 and also contributed to the Secretary General's future reports on South-South Cooperation, which constitutes the main discussion document for the conferences of the UN High-level Committee on South-South Cooperation.

32. UNEP maintained and strengthened its interaction with the UNDP Special Unit for South-South Cooperation which is mandated to coordinate UN interagency policy dialogue to advance South-South Cooperation in the UN system. Regular consultations were held focusing on UNEP's contribution to and participation in relevant global South-South Cooperation processes and events.

33. UNEP participated and played a lead role in the Global South-South Development (GSSD) Expo in 2011 and 2012. Specifically, UNEP was the designated convener of the forum on environment and climate change, which is one of the 6 thematic forums that the expo addresses. This role and associated profile in the expo series are very high and are also immensely acknowledged by the international community. From 2009 to 2012, UNEP's involvement in the GSSD Expo series has been elevated considerably and has also been characterized by active participation at the highest level as well as the provision of substantial contributions in key events of the expo.

34. In the coming biennium 2014-2015, UNEP will continue to build on the successes achieved in advancing South-South Cooperation as a delivery mechanism for capacity building and technology support activities; raise awareness of the value of applying South-specific approaches to tackle the shared challenges of the countries of the South; leverage the necessary partnerships at strategic and operational level; and also deliver on its commitments on relevant global initiatives and processes to meet the growing request for UNEP's support at various levels.

C. Gender mainstreaming

Policy Direction: *The United Nations development system to mainstream a gender perspective and to pursue gender equality and the empowerment of women in country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets (see para. 56 of the resolution); and the governing bodies to ensure that gender perspectives are integrated into all aspects of their monitoring functions (see para. 57 of the resolution)*

35. As a follow-up to an external and internal review of the gender programme in 2012, a four year Gender Policy and Strategy is under development with the aim of strengthening the accountability mechanism for gender mainstreaming. The new Policy and Strategy is fully aligned

with the UNSWAP on Gender Equality and Women's Empowerment. Alongside this, is development of a Gender Plan of Action (for 2014-2015 and 2016-2017) that will ensure the delivery of the gender actions identified in the Programme of Work for the respective biennium. Mainstreaming of gender equality and women empowerment is enhanced in the on-going development of the UNEP Programme of Work 2014-2015 and in the Medium Term Strategy 2014-2017. At project implementation level, written specific advice and guidance has been provided to projects through the PRC on the implementation of stated gender actions. A number of projects have integrated this targeted advice and are implementing the gender actions.

Policy Direction: The United Nations development system to enhance the effectiveness of gender specialist resources, gender focal points, gender theme groups (see para. 60 of the resolution)

36. Gender mainstreaming in UNEP is guided by the Senior Gender Advisor. A new governance structure (Gender Steering Board) has been recommended to oversee mainstreaming of gender into the corporate policies and programmes. At division level, a Gender Implementation Committee composed of division focal points will be established by March 2013 to support the gender mainstreaming activities at division level. This committee will report to the corporate Gender Steering Board.

Policy Direction: Organizations of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system for positions that affect operational activities for development, including appointments of resident coordinators and other high-level posts (see para. 66)

37. UNEP has made significant progress in recruiting women through targeted outreach efforts. Against a target of 50% women in the selection of staff UNEP reached 44% in the period by 2011 in professional categories.

38. UNEP continues to make efforts in attracting senior women to the organization, including its headquarters. However, the challenge remains and more resources are being invested. In 2011 UNEP had achieved a 45% ratio of women at D2 level and 26% at D1-P5 level.

D. Transition from relief to development

Policy Direction: The United Nations system to contribute to the development of national capacities to manage the transition process (see para. 67 of the resolution); and to tailor support to country-specific needs and to effectively support early recovery (see paras. 70 and 78 of the resolution)

The United Nations system organizations to support national capacity-building efforts and report on their activities to their respective governing bodies (see para. 72 of the resolution); and to begin planning the transition to development and taking measures supportive of that transition from the beginning of the relief phase (see para. 81 of the resolution)

39. UNEP's work on disasters and conflicts focuses on helping states to minimize the threats to human well-being from the environmental causes and consequences of disasters and conflicts. Through its post-crisis environmental recovery programmes, UNEP has continued to provide capacity-building and institutional development support to crisis-affected countries in order to promote early recovery as well as long-term stability and sustainable development (e.g. Afghanistan, Haiti, Democratic Republic of Congo, Sudan and South Sudan). UNEP has also taken an active role in the development of UN workplans, Development Assistance Frameworks, and other country programming planning processes to ensure that natural resource management and environmental needs and priorities are well reflected. As a result, natural resource management, climate change and disaster risk reduction were recognized as key stand-alone intervention areas for the UN in Sudan; in DR Congo, the second UNDAF (2013-2017) identifies environment and climate change as one of its five strategic objectives; and in Afghanistan, environmental issues are to be more clearly and explicitly included as part of the indicators. With a view to supporting the transition from relief to longer-term recovery, UNEP has spearheaded the development of an environmental marker-based screening tool aimed at promoting the integration of environmental considerations into humanitarian planning processes. This tool has now been used in three workplan development processes – Sudan, South Sudan and Afghanistan – and has been profiled in the Global Consolidated Appeals Process as a new and useful initiative.

40. Over 80% of UNEP's post-crisis assessments conducted between 2010 and 2012 have led to follow-up actions that address identified risks and support early recovery and longer-term development. Further, earlier assessments in Sudan, Afghanistan, and DR Congo have continued to influence post-crisis recovery planning and informed key strategy documents. In 2012, two new requests were received from the Government of Côte d'Ivoire: the assessment of the state of the

environment in the country; and an audit of the current level of environmental contamination at 16 different sites impacted by 2006 dumping of hazardous waste in Abidjan. Both assessments, to be completed in 2013, are crucial for post-crisis recovery and promoting the sustainable use of the country's national resources.

Policy Direction: Strengthen interdepartmental and inter-agency coordination (see para. 71), including improved coordination and joint response by the United Nations system and the Bretton Woods institutions (see para. 73 of the resolution)

41. Working within the framework of coordinated UN interventions is at the core of UNEP's strategy in post-conflict and post-disaster interventions. UNEP is an active member of inter-agency fora at the international level (e.g. the Environment Management Group, which is chaired by the Executive Director of UNEP, the United Nations Development Group, and the Inter-Agency Standing Committee Cluster Working Group on Early Recovery), as well as at the country level, including in UN Country Teams in such countries as Afghanistan, Sudan, South Sudan, Haiti, and the Democratic Republic of Congo, where UNEP acts as the focal point for environment.

42. UNEP has also been instrumental in promoting coordination among key actors in the fields of post-crisis recovery and peacebuilding, most notably by catalyzing a consortium of five UN agencies (UNDESA, UNDP, UN-HABITAT, DPA, and PBSO) and the European Union, which has developed a series of tools to support war-torn and vulnerable countries to prevent conflict and build peace through improved natural resource management; and works together to support country needs upon request. In addition, within the framework of the UNEP-coordinated Environment and Security Initiative (ENVSEC), international organizations such as UNEP, UNDP, OSCE, UNECE and REC have continued to join forces to contribute to reducing tensions and increasing cooperation through the joint management of natural resources and environmental threats in Eastern Europe, South Eastern Europe, the Southern Caucasus and Central Asia.

43. Following the release of a flagship UNEP report reflecting two years of research and analysis on how peacekeeping missions around the world affect and are affected by natural resources and the broader environment, UNEP has also partnered with the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) to implement the recommendations of the report and enhance synergies between the respective organizations. With the aim of reducing the impact of peacekeeping operations, UNEP, DPKO, and DFS will endeavour over the next five years to enhance mutual cooperation and leverage their agencies' comparative advantages.

44. Finally, following the UNEP Governing Council Decision 26/15 on strengthening environmental preparedness, UNEP and OCHA have produced a baseline document mapping the current roles and responsibilities for responding to environmental emergencies. Through an extensive consultation process between international organizations involved in emergency response, key gaps and opportunities have been identified with the aim of improving coordination and enhancing preparedness.

Policy Direction: Improve the effectiveness of resource mobilization for transition from relief to development (see para. 75 of the resolution)

45. UNEP has continued to catalyze funds for improved environmental management and sustainable natural resource use that contribute to recovery and longer-term development. In 2012 alone, UNEP secured approximately \$22.3 million for environmental recovery projects, and since 2009 has secured \$55.8 million. UNEP works together with national governments and partner agencies to mobilize funding for early recovery programmes that address environmental issues, mitigate risks and ensure that resources are used in a sustainable manner within reconstruction and development processes. In 2012, policy, programme and resource mobilization consultations were carried out with numerous funding partners at both the corporate and the country levels to discuss new approaches and further specify UNEP's niche role in addressing the environmental dimensions of disasters and conflicts. Moreover, UNEP continues to develop strategic partnerships at the international, national, and local level in order to ensure effective and timely delivery of results.

Policy Direction: Harmonize data collection and information management during the transition phase; make information available to Member State concerned (see para. 77 of the resolution)

46. Ensuring that environmental data, analysis and expertise is accessible to member states during the transitional phase is a key objective of UNEP's Disasters and Conflicts sub-programme. Upon request from national governments, UNEP is available to conduct detailed post-crisis environmental assessments based on field work, laboratory analysis and state-of-the-art technology. These assessments identify major environmental risks to health, livelihoods and security, and provide recommendations for national authorities, UN Country Teams and civil society on addressing

identified needs, investing in risk reduction and building back better. Since 1999, UNEP has conducted such assessments in dozens of countries, including Afghanistan, Sudan, Palestine, Rwanda, Democratic Republic of Congo, Nigeria and the countries affected by the 2004 tsunami. In 2012, UNEP completed a comprehensive 18-month risk and opportunity assessment of the border zone between Haiti and the Dominican Republic. Following Hurricane Sandy, UNEP also led a series of reconnaissance missions to evaluate needs on the Southern Coast of Haiti. The missions identified eight categories of severe impact and made concrete recommendations, including repair of the damaged infrastructure, targeted sanitation and clean-up, reforestation, implementation of an early warning and evacuation system, and land and coastal planning

Policy Direction: *The resident coordinator system and the United Nations county teams to promote the inclusion of prevention strategies in national development plans (see para. 84 of the resolution); and the relevant United Nations organizations to integrate disaster risk reduction (DRR) into their respective activities (see para. 85 of the resolution)*

47. Through its work on disaster risk reduction, UNEP has continued to promote sound environmental management and support capacity-building to mitigate the long-term impacts of disasters. In 2012, UNEP mobilized a major project on ecosystem-based disaster risk reduction (eco-DRR), which will support the development of an evidence base for scalable approaches through the implementation of pilot projects in four communities in Afghanistan, Sudan, DR Congo and Haiti. The project will support national capacity-building and create platforms that will bring together DRR, environment, climate change adaptation and sectoral development actors to ensure that eco-DRR is mainstreamed into national development policies and programmes and achieves maximum impacts for sustainable development.

48. In 2012, UNEP, together with the Partnership for Environment and Disaster Risk Reduction (PEDRR), also delivered a regional training on ecosystem-based disaster risk reduction (eco-DRR) for the Governments of Georgia, Armenia, and Azerbaijan. The training resulted in the development of a National Agenda for Action on Eco-DRR for all three participating countries.

V. Improved functioning of the United Nations development system

A. Coherence, relevance and effectiveness

Policy Direction: *The United Nations system to use UNDAF and its results matrix as the common programming tool for country-level contributions of the funds and programmes towards the achievement of the internationally agreed development goals (see para. 86 of the resolution); and the United Nations system to fully utilize opportunities (based on UNDAF) for joint initiatives and joint programming (see para. 87 of the resolution)*

49. As part of the UN reform and the “delivering as one” efforts, UNEP’s collaboration with the UN family has been strengthened at the country level through active engagement in the eight One UN pilots. Since 2009, UNEP has progressively increased its involvement in UNDAF processes and improved the quality and coordination of its participation in all regions. The implementation of UNEP’s programme of work activities at the country level will continue to be guided by and aligned to the UNDAFs in order to better respond to the identified national priorities.

Policy Direction: *The United Nations system to provide further financial, technical and organizational support for the resident coordinator system (see para. 92 of the resolution)*

50. UNEP continues to strengthen its capacity to ensure effective participation in the resident coordinator system and UNDAF processes. It also supports UN resident agencies with their efforts to mainstream environmental sustainability into their operations.

51. In 2012 UNEP provided suggestions and steadily advocated, in the CEB and its pillars, the review of the Independent Evaluation of Delivering as One UN and at the fifth High Level Inter-governmental Conference on ‘Delivering as One UN’ in Tirana, Albania, for the strengthening of the Resident Coordinator System through systematic and timely inclusion of non-resident agencies in the planning, programming and resources allocation processes at the country level. This will enable countries to benefit from the full range of expertise the UN system has on offer, based on the agencies, programs and funds’ comparative advantages and it will enhance the quality and cost-effectiveness of the UN’s response to the specific needs and requirements at the national level. Within the UN system, the systematic inclusion of non-resident agencies will encourage and support the necessary improvement of effective integration of the economic, environmental and social dimensions of sustainable development, in line with the call of UN Resolution 67/226.

52. In 2012 UNEP also advocated for the full implementation and monitoring of the Management and Accountability system of the United Nations development and resident coordinator system. This will provide important opportunities to strengthen the quality and effectiveness of the operational and substantial delivery of the UN system and to further invest in results based management. UNEP will continue to contribute to this process in support of UN Resolution 67/226.

Policy Direction: The Secretary-General to improve the transparency and competitiveness of the recruitment process for senior high-level posts in the United Nations system, and through CEB, to harmonize recruitment processes for senior officials by 2009 (see para. 102 of the resolution)

53. In line with the guidelines of CEB/HLCM, UNEP has continued to improve its recruitment practices at the senior level with targeted efforts to ensure wider reach of advertisements, both to reach a broader audience geographically and gender-wise. Written assessments are a key part of UNEP's recruitment process along with face-to-face interviews for the final short-listed candidates. The improved procedures and processes have continued to have an overall positive impact on recruitment practices in the organization.

Policy Direction: The strategic plans of funds and programmes should be guided by the comprehensive policy review (see para. 97 of the resolution)

54. UNEP is taking into account the comprehensive policy review on the UN's effectiveness, efficiency, coherence and impact on development in developing countries in line with the spirit of the UN quadrennial review. UNEP is closely following the processes on ways in which it can leverage further impact through development cooperation and country-level modalities of the UN system.

55. UNEP continues to actively participate in the inter-agency Strategic Planning Network, which reflects on the implications of the comprehensive policy review across UN entities. UNEP's Programme of Work 2014-2015 reflects the key issues especially on capacity-building, inter-agency collaboration, assisting countries to transition to sustainable development and gender mainstreaming. Continuous efforts are made toward South-South Cooperation, HACT and other operational issues related to UNDAF.

Policy Direction: Programme countries should have access to the full range of resources of the United Nations system (see para. 101 of the resolution)

56. UNEP actively participates in UN Common Country Programming Processes, both at country level, as well as part of the regional Quality Support & Assurance functions. Although the 2007 Non-resident Agency Implementation Plan preceded UNEP's planned and structured engagement in UNCT processes, UNEP has nonetheless provided and continues to provide support to UNCTs in all regions.

57. UNEP also seeks to align and integrate its country level activities with UNDAF processes, where relevant. The integration of UNEP's interventions in UNCT processes implies making available, to the UNCT and national partners, the full range of UNEP expertise and resources as they relate to the requirements of these interventions. In order to inform countries and UNCTs of the expertise and services available, UNEP disseminates information on (i) its available expertise and resources, and comparative advantage and potential value added to the work of UNCTs; and (ii) its experience in participation in CCA and UNDAF preparatory processes and reviews, in particular the integration of environmental sustainability in UNDAFs, joint programmes and workplans.

B. Regional dimensions

Policy Direction: Entities of the United Nations system at the regional level to intensify their cooperation and coordination (see paras. 108, 110 of the resolution); Regional Commissions to further develop their analytical capacities to support country-level development initiatives and more intensive inter-agency collaboration at the regional and subregional levels (see para. 108 of the resolution); The United Nations development system to intensify cooperation with regional and subregional intergovernmental organizations and regional banks (see paras. 107, 110 of the resolution); and Align regional technical support structures and the regional bureaux and identify appropriate mechanisms at the subregional level, where appropriate (see para. 109 of the resolution)

58. UNEP Regional Offices continue to raise the profile of the organisation in regional undg processes and are often called upon to facilitate various processes relating to environmental sustainability at the country and regional levels which is a sign of the recognition of UNEP's comparative advantage and strategic value addition in these processes. UNEP continues to be an active member of the Regional undg Teams for Eastern and Southern Africa, Western and Central Africa, Asia and the Pacific, West Asia, Latin America and the Caribbean, and Europe and the Commonwealth of Independent States. UNEP actively reviews and provides inputs to draft CCAs and

UNDAFs through the regional Quality Support and Assurance teams and Programme Support Groups; and in some cases serve as the lead agency in UNDAF roll-out peer support teams in these regions.

59. In addition, UNEP works very closely with other UN organizations and participates in numerous inter-agency mechanisms in delivering its mandated work programme. UNEP is co-chairing the Asia Pacific UNDP working group on mainstreaming climate change in the UNDAFs and in recognition of UNEP's increased engagement in the UN reform through the undg Peer Support Group. UNEP is a member of the undg Peer Support Groups for Latin America and the Caribbean, and the Arab Region. In Asia Pacific, UNEP plays a leading role in regional processes for post-2015 development agenda consultations. In Africa, UNEP continues to facilitate UNDAF strategic prioritization retreats and continues to chair the environment and climate change cluster of the undg's regional team for Eastern and Southern Africa. UNEP is also the co-convenor for the Regional Coordination Mechanism (RCM) specifically in relation to the implementation of the outcomes of the Rio+20 conference.

C. Transaction costs and efficiency

Policy Direction: Continue to develop harmonized approaches (see para. 121 of the resolution)

60. UNEP continues to carry out reviews of requirements and processes in relation to change management for effective participation of UNEP in the One UN pilots. UNEP aims to use its strategic presence with primarily regional and some limited country presence to strengthen its coherence and efficiency by working within established UN regional coordination structures, including the regional undg teams and the Regional Coordination Mechanisms (RCMs) to ensure that environmental considerations are adequately reflected across UN policy and development assistance activities. At the country level, UNEP will strengthen its Regional Offices to work within the UN Country Team (UNCT) structures where applicable and programming processes and contribute with environmental expertise in the development of national development plans and strategies and UN Development Assistance Frameworks (UNDAFs) to help ensure integration of environment in the UN work at the country level. The aim is to strengthen cooperation with other UN organizations within the framework of "Delivering as One" where countries have so requested, to achieve transformational changes that would not be possible by UNEP on its own.

61. UNEP's preparation to adhere to IPSAS and start using UMOJA as the UN Secretariat's enterprise resource planning system are guided by the time table managed by the UN Secretariat. The Nairobi duty station's inter-agency working group has met regularly to support agencies headquartered in Nairobi in this transition period. A considerable effort has been prepared in data cleansing and readiness for adhering to IPSAS and key senior managers and staff working in this area have been trained on IPSAS and are being kept abreast of the latest developments in the UN's design of UMOJA.

Policy Direction: Reduce United Nations overhead and transaction costs for national Governments (see paras. 118 and 120 of the resolution)

62. UNEP had entered into a new Memorandum of Understanding (MoU) with UNDP that further enhances UNEP's country level engagement and simplifies interaction with national stakeholders. To facilitate MoU implementation, common business processes between UNEP and UNDP had been identified and services have been agreed upon. UNEP also utilizes the services of UNOPS where UNOPS is better placed to reduce overhead and transaction costs for national Governments.

D. Country-level capacity of the United Nations development system

Policy Direction: United Nations staff to have the skills and expertise for effective management, policy advisory and other capacity development work (see para. 124 of the resolution); and the United Nations to adopt comprehensive policies and strategies for human resources and workforce planning and development and, in this regard, the Secretary-General to report on identifying human resource challenges at the country level (see para. 125 of the resolution)

In preparing UNEP's programme of work and budget for the biennium 2014-2015, UNEP undertook a budgeting process that aimed at aligning financial and human resources with the results in the programme of work. UNEP will continue to further refine this exercise to a level at which it can ensure a complete alignment of skill sets with the results in the programme of work.

63. Given the growing number of state and non-state organizations working in the same fields as organizations in the UN system including UNEP, the UNEP business model has been structured to require the organization to establish partnerships both within and outside the UN system to ensure complementarity, reduce fragmentation and enhance impact. UNEP will extend its own staff skill set through broadening partnerships and alliances in the UN system. In line with GA decision 66/288,

UNEP will also refocus some of its support to South-South cooperation. UNEP's strategy will also entail partnerships with the development banks and the private sector, as well as with other Major Groups, which will allow for a more effective focus on issues relating to particular groups, in line with the GA decision, which calls for increased participation of civil society.

64. UNEP also aims to use its strategic presence with primarily regional and some limited country presence to strengthen its coherence and efficiency by working within established UN regional coordination structures, including the regional UNDG teams and the Regional Coordination Mechanisms (RCMs). Such processes will enable UNEP to take advantage of the skill set of others in the UN system.

65. Internally, UNEP Divisions and Regional Offices will ensure a comprehensive skill set organization-wide by working together based on their respective comparative advantages, towards sustainable results at the regional and country level that meet the needs and priorities of the respective countries. UNEP's thematic Divisions will continue to lead the organization's established normative and advocacy roles at the global level, while the Division for Regional Cooperation (DRC) and the Regional Offices will strengthen their programme coordination function to ensure an integrated and relevant delivery of the subprogrammes at regional and national level. DRC and UNEP's Regional Offices will provide the critical link between the subprogrammes and the regional and national needs and priorities, and will coordinate and orchestrate the UNEP-wide demand-driven support to UN agencies and countries in particular regions in a triangular partnership between Divisions, Regional Offices and partners.

Policy Direction: Intensify efforts related to inter-agency staff mobility, re-profiling and redeployment of staff, as well as training and skills upgrading (see para. 126 of the resolution)

66. UNEP continues to enhance training opportunities in conjunction with UNON. To date, several managers have attended the leadership and management development programme coordinated through UNON. UNEP has also made use of courses offered by OHRM of the UN Secretariat and UNSSC, and several staff have been able to benefit from training on evaluation methods, procurement processes, among others. In addition, UNEP has also offered training on results based management to upgrade the skill set of staff working on projects.

67. With the new Programme of Work for the biennium 2014-2015, UNEP will be working to ensure staff skill sets are matched to the results in the programme of work. UNEP has institutionalized results based management training in the organization, setting aside a budget for this training to complement the training offered by UNON. This will help to ensure that staff skill sets are upgraded through the organization.

E. Evaluation of operational activities for development

Policy Direction: Strengthen evaluation activities across the United Nations development system with focus on results (see paras. 132, 138); develop further guidance and oversight mechanisms for assessing UNDAFs (see para. 136); promote a culture of evaluation (see para. 138 of the resolution)

68. UNEP actively participates in the UN Evaluation Group and in this role also plans to participate in any evaluations of UNDAFs. Even in the absence of new UNDAF guidelines UNEP's evaluation approach has focused largely on "results" consistent with its implementation of Results Based Management in the Medium term plan and programmes of work for 2010-20013.

69. Discretionary internal evaluations planned for 2012-2013 encompass the evaluations undertaken by UNEP's Evaluation Office. The achievement of results is a prominent feature of the UNEP 2012-2013 Programme of Work (POW). This is mirrored by an evaluation approach that has a strong focus on the evaluation of UNEP's performance in achieving such results.

70. UNEP's evaluation approach includes evaluations that specifically focus on the contributions made by UNEP to the Expected Accomplishments (EAs) defined in the Medium Term Strategy 2010-2013 and the POW. This forms a part of a systematic evaluation approach where evaluations of projects provide input into Sub-programme Evaluations and in turn, Sub-programme Evaluations provide essential inputs into the evaluation of the overall performance and impact of UNEP's Medium-term Strategy at mid-term and completion.

71. Even though UNEP is not a resident agency at the country level, it has been active in the Inter-Agency working group to manage and conduct evaluability assessments of the Delivering as One UN (DaO) under the auspices of the United Nations Evaluation Group (UNEG). UNEP served on the Management Board for the evaluation and led a team of both UN evaluators and consultants to conduct an evaluability assessment of the DaO in Tanzania. The UNEP Evaluation Office is currently

also conducting a comprehensive evaluation of UNEP's country programme in the Sudan, which is the first country programme evaluation ever conducted by UNEP.

72. UNEP evaluations are guided by the UNEG Norms and Standards. A key requirement of the Norms and Standards is the Development of an Evaluation Policy. This policy was approved formally in August 2009 and the policy elements which are consistent with the Systems Norms and Standards have been implemented. UNEP has a distinct evaluation function. While located within Executive Management, it is independent of the substantive programmes and has relative independence to conduct evaluations. The UNEP Evaluation Office was peer reviewed by an independent panel of senior evaluation experts from Evaluation functions of other UN and bilateral organisations. The peer review commended UNEP for the high quality of its evaluations and the constructive evaluation culture promoted by UNEP Executive Management, but recommended inter alia further-reaching budgetary independence and an increase in staff resources for the Evaluation Office.
