



Medium-Term Strategy 2026-2029 & Programme of Work and Budget 2026-2027

Policy and Programme Division, 12 June 2025, CPR Subcommittee Meeting



Objectives

1

Share the highlights of the first draft of the Medium-Term Strategy (MTS) and the draft Programme of Work (PoW) and Budget

2

Seek Member States' perspectives and feedback



Draft MTS – Table of Contents

- I. Background: UNEP's Leadership Role Situation Analysis –
presented on 22 April, CPR Subcommittee
- II. Lessons learned – A continuous learning journey
- III. UNEP Vision for 2026-2029 and beyond
- IV. Strategic objectives for delivering solutions
- V. Accelerating transformative change for a healthy, prosperous
and resilient people and planet

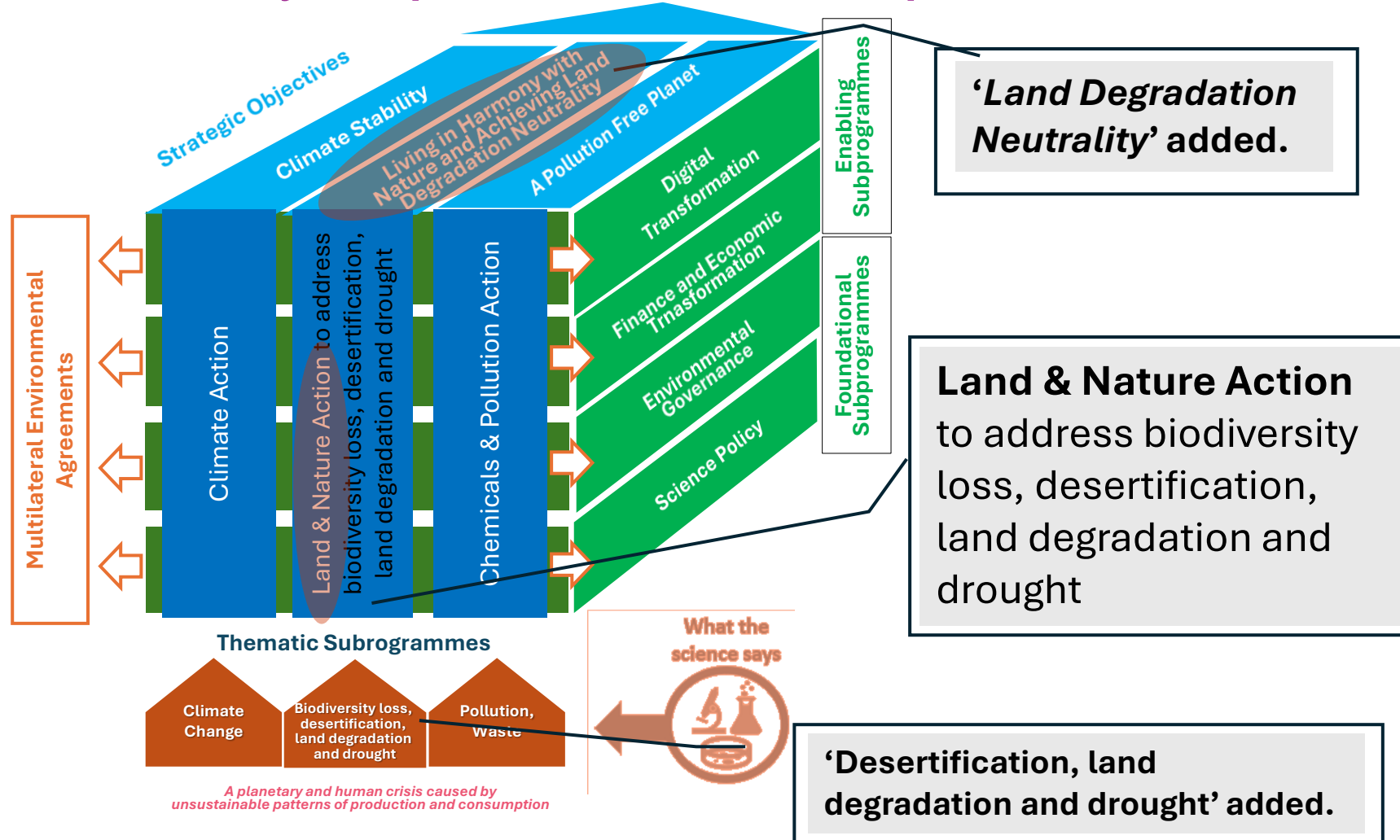
*Total word count **8,455** as of 30 May 2025. Note the word count does include references.



III. UNEP's Vision for 2026-2029 and beyond



A Healthy, Prosperous, and Resilient People and Planet



Draft Programme of Work and Budget 2026-2027 – Table of Contents

- I. Introduction
- II. UNEP's Results Framework for the Programme of Work
and Budget 2026-2027
- III. Policymaking Organs
- IV. Executive Direction and Management
- V. Programme Support
- VI. Budget and Resource Mobilization

*Total word count **6,927** as of 30 May 2025. The word count does not include appendices.



I. Introduction

- 01 Programme Work and Budget aligned with MTS
- 02 Emphasizes, a system wide, integrated approach
- 03 Organizes Delivery under three strategic objectives: **Climate Stability**, **Living in Harmony with Nature and Land Degradation Neutrality**; and **a Pollution Free Planet**
- 04 “The One Impact Framework – linking 2029 impacts to outcomes and indicators

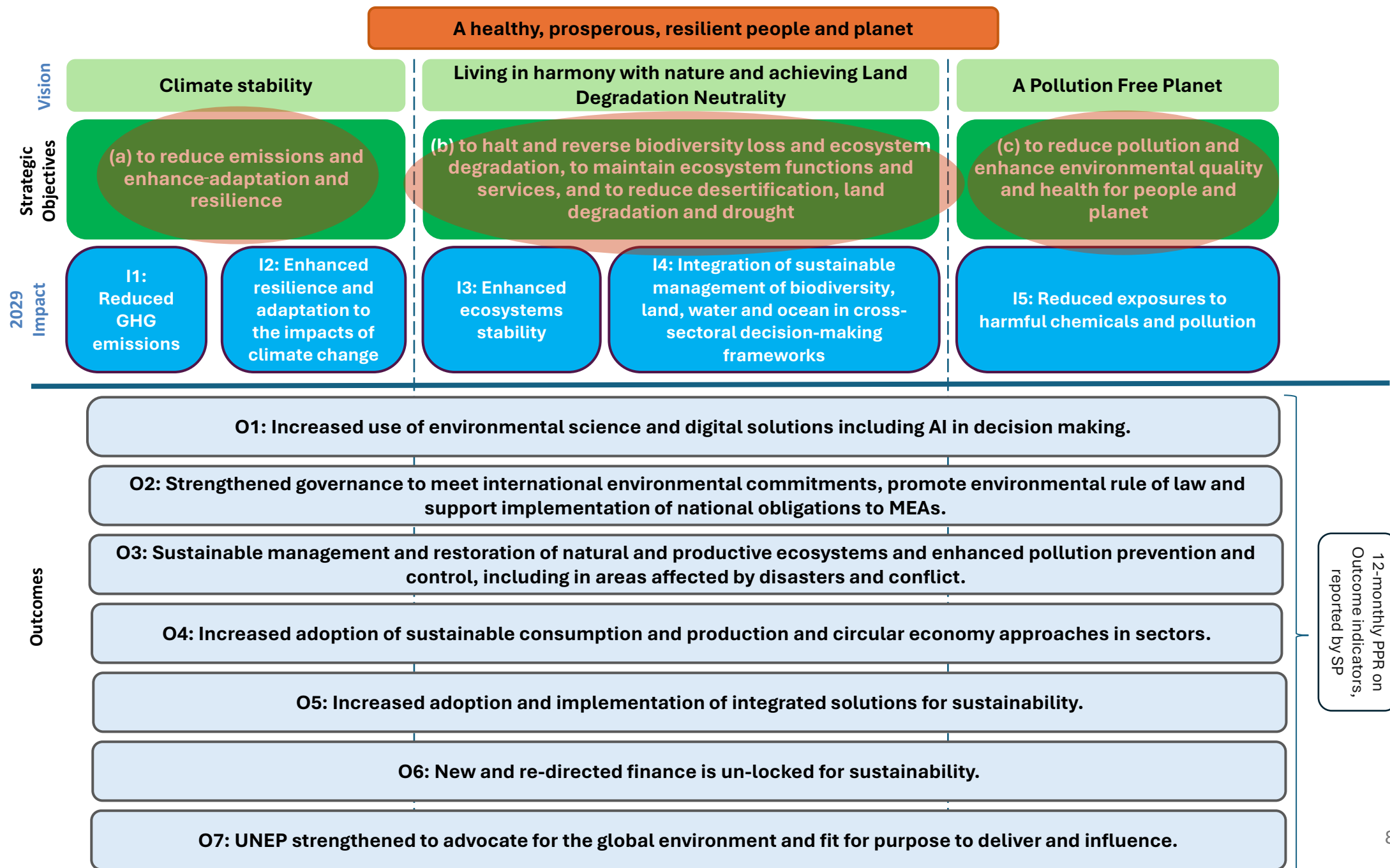


II. UNEP's Results Framework for the Programme of Work and Budget 2026-2027

- Articulates **accountability** from 2029 impact to measurable outcomes and indicators.
- Emphasizes **fewer, more strategic impact areas** that cut across divisions and thematic work
- **3 Strategic Objectives + 5 Impact + Seven Outcomes**
 - Clarity of vision
 - Streamlining impact
 - Track progress with fewer but sharper indicators
 - Meets Member States calls for clarity, focus and measurable outcomes
 - Baseline and targets **under development**



THE ONE IMPACT FRAMEWORK

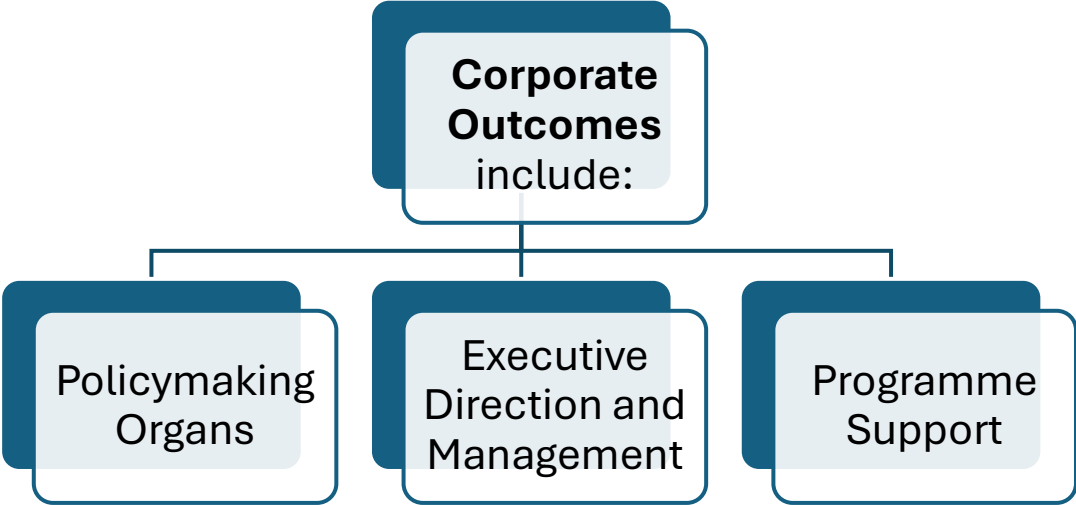


Fewer and selective Outcomes and Indicators – SP Outcomes

Subprogramme
(SP) Outcomes

New PoW 2026-2027		Current PoW 2022-2025	
Term utilized	#	Term utilized (corresponding to the current PoW)	#
2029 Impacts	5	2026-2029 Outcomes	7
2029 Outcomes	7	2025 Outcomes	9
no direct outcomes		Direct Outcomes	38
Indicators	29	Indicators	31

Polcymaking organs, Executive direction and management, Programme support



New PoW 2026-2027

Corporate Outcomes	Outcomes	7
	Indicators	17

Current PoW 2022-2025

Outcomes	8
Indicators	21



Transformative Priorities for Systemic Shifts

UNEP's Niche

- ▶ Global authority with universal mandate
- ▶ Leading source of science-based policy support
- ▶ Trusted partner towards planetary sustainability
- ▶ Embedded in multilateral processes

What MS told us

- ▶ Greater clarity and focus
- ▶ More impact, fewer indicators
- ▶ Enhance resource mobilization
- ▶ Strengthen capacity and country-level delivery.

III. Policymaking Organs

Reaffirms:

- UNEP's **mandate and governance structure** through UNEA.
- UNEA's role in **setting the strategic direction** and approving UNEP's MTS and PoW.
- The important **role of the Committee of Permanent Representatives (CPR)** as a subsidiary of UNEA.
- Key outcomes expected from UNEA, which include; **setting the global environmental agenda; keep the environment under review; and raising the profile of the environmental rule of law.**



IV. Executive Direction and Management

- The Executive Office supports senior leadership, ensures **policy and programmatic coordination**.
- Guides UN-wide strategies environmental strategies and interagency action.
- Evaluation Office provides **independent oversight, enhances learning and performance**.
- Audit and evaluation findings **inform controls and boost efficiency**.
- UNEP **advances gender equity, integrates environmental sustainability across UN system**.



V. Programme Support

- Programme support component comprises the **Policy and Programme, and Corporate Services Divisions**
- Supports MTS delivery with **clear priorities and strong systems for monitoring resources and risk management.**
- Expected **outcomes** in this section are:
 1. **UNEP makes management decisions based on risk information.**
 2. **Policies and standards and systems are in place for quality oversight, timely delivery and management.**



VI. Budget and Resource Mobilization

- The overall budget for **the Environment Fund** remains **USD\$200 million** for the biennium.
- **Resource Mobilization focus areas:**
 - Strengthened UNEPs value proposition as a “**Partner of Choice**”.
 - **Widen** the funding base.
 - Increase the **balance between core and flexible funding**.
 - **Shift from tightly to softly earmarked** funding.
 - **Diversify funding sources** and consider the **philanthropic funding** as a strategic funding stream for UNEP.



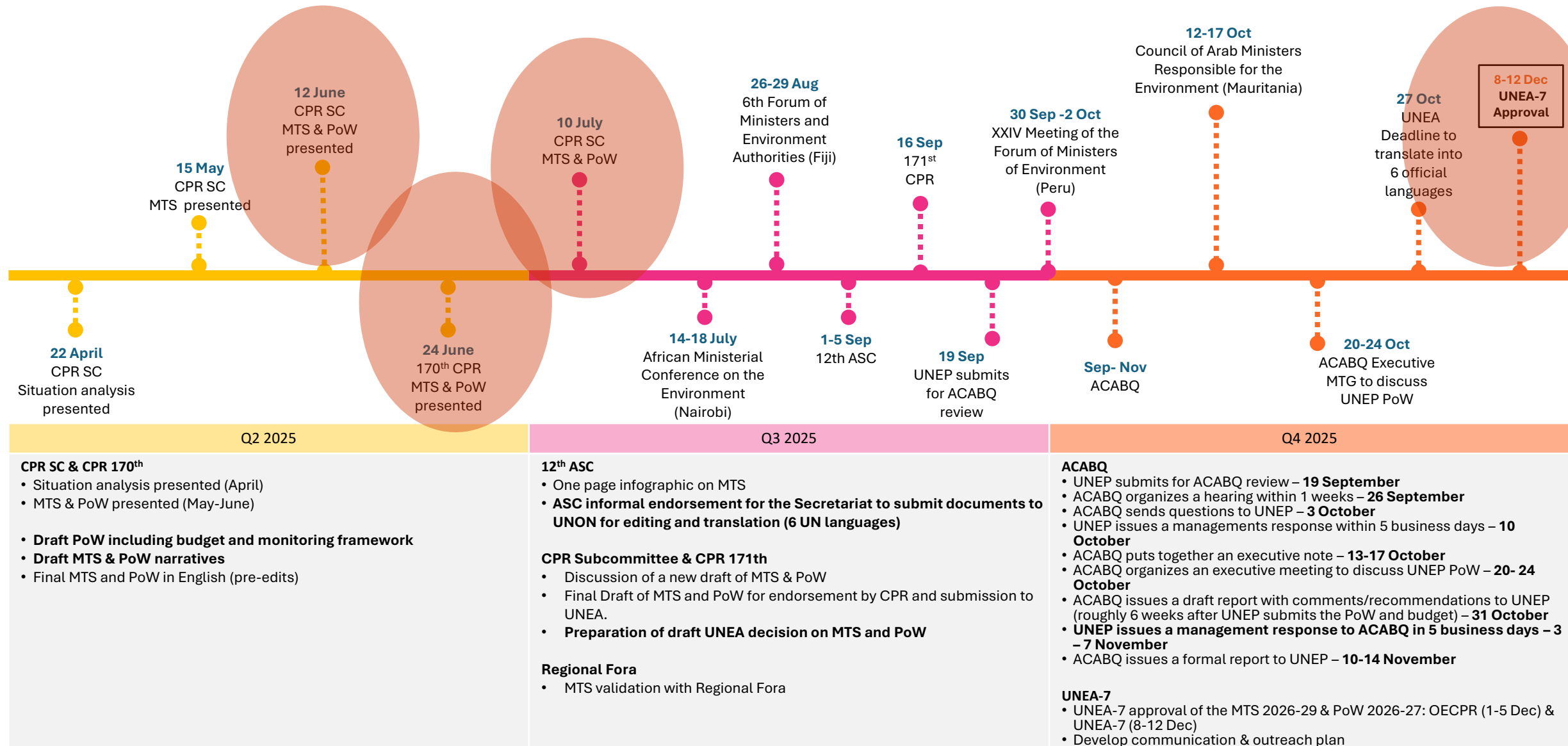
Key ideas from Member States that have been incorporated

- **Anticipatory and agile:** Innovative and emerging technologies, One Health, AMR
- **Accelerated action/Solutions oriented:** Science-based, early warning systems
LDCs/SIDS/LLDCs
- **People-centric:** Poverty & Inequality, gender equality / women and girls, children and youth, Human Rights, Indigenous Peoples and local communities, green jobs
Conflicts & Disasters
- **Impact and accountability:** Shorter document, Capacity building
- **Ambitious and realistic:** 2030 Agenda, SDGs
- **Integration:** Synergies, Collaboration with Resident Coordinators and UNCTs
Coordination across the UN system
- **Focus of subprogrammes:** Desertification, land degradation, drought, climate adaptation and resilience, water and oceans, waste management, circular economy, food security, minerals and metals



Where we are on the roadmap

Version: 6 June 2025



Thank you

