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UNEP'S UPDATED RESOURCE MOBILIZATION STRATEGY

Corporate Services Division | Policy and Programme Division

11 June 2026

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RATIONALE: THE NEED FOR AN UPDATED STRATEGY

RESPONDING TO A CHANGING GLOBAL LANDSCAPE

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UNEP is responding to…

Environment is Under Threat

Environment ranked the **lowest among nations immediate priories**, according to the Global Risk Report 2026.

Debt and Growth Pressures

Prioritization of security and domestic self-sufficiency, while **developing countries face USD 1.6 trillion in debt-servicing pressures**

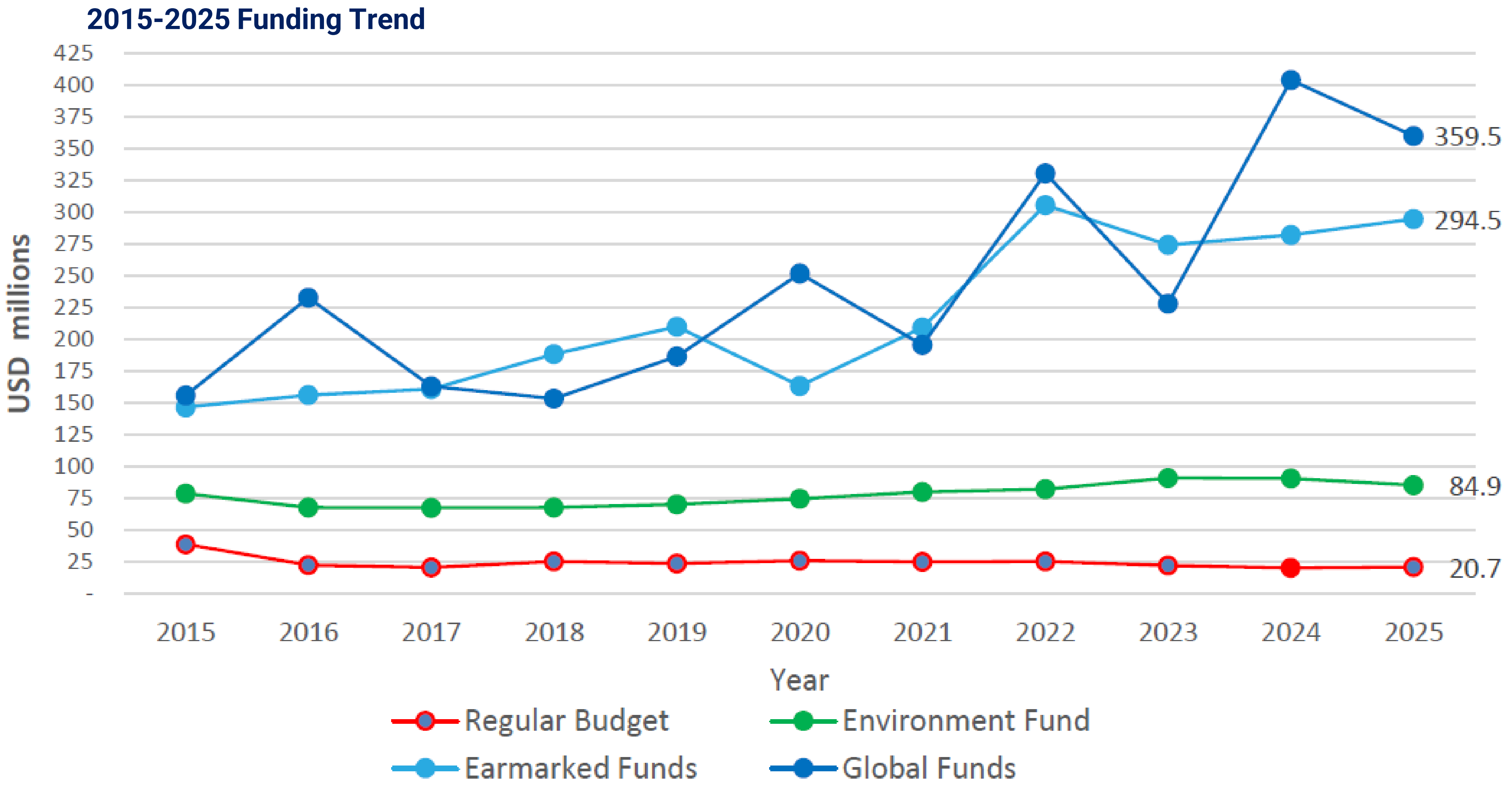
UN80 Reforms and Aid Transition

UN80 presents a challenge and an opportunity to strengthen **UNEP's role and IMPACT**.

Transactional aid

Stability, security, and self-sufficiency is the new focus - reshaping assistance priorities and **squeezing development and environmental agendas**.

MEMBER STATES COMMITMENT TO UNEP HAS REMAINED STEADY…SO FAR



UNEP FUNDING OUTLOOK REFLECTS TRENDS

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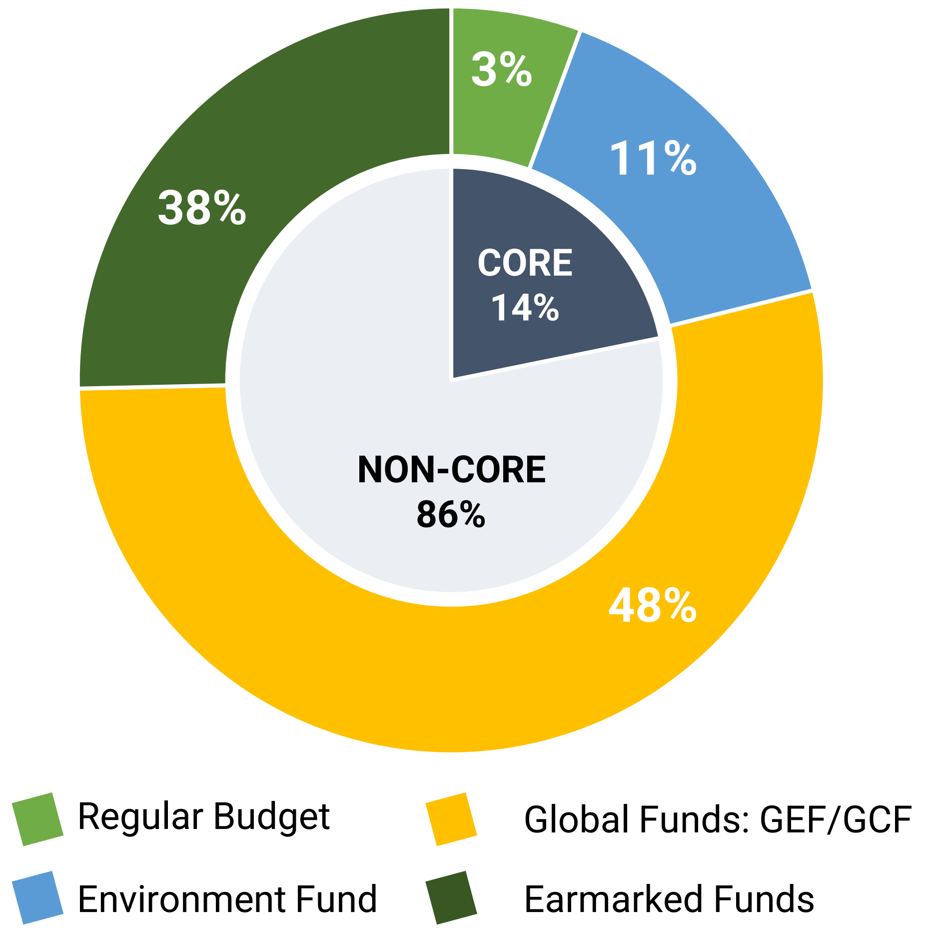
2025 income



2026 outlook

Expected Outlook for UNEP's Core Funding

A downward trend:

- $90M (2024)
- $85M (2025)
- <$80M projected (2026 – best case)

- Regular Budget under duress

OPPORTUNITY: Growing **number of Member States** contributing to the Environment Fund.

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STRENGTHENING UNEP IS AN EXCELLENT INVESTMENT

THE ENVIRONMENT FUND IS THE BACKBONE OF UNEP

Supports Critical Functions
Scientific research; Policy development; Capacity Building; Convening; Environmental leadership;

Rapid Response
Helps respond quickly to requests for environmental transitions, and commitments at the country level.

Stable dependable staffing for essential services
Provides funds for UNEP’s core operations, quality assurance, communications, safeguards, transparency, risk management, impact measurement, advocacy.

Leverage other sources
Supports UNEP’s ability to leverage and bring in co-financing from other sources (e.g. leverages GEF/GCF).

AN ASK FOR US$1.113 BN TO SUPPORT UNEP'S PROGRAMME OF WORK (2026-27)

Environment fund
US$ 200 Million (2026-2027)

Regular Budget
US$ 41.7 Million (2026-2027)

Projected Vertical/Extra-budgetary funds
US$ 872 Million (2026-2027)

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PIVOTING STRATEGICALLY: WHAT WILL UNEP FOCUS ON DIFFERENTLY IN THIS CHALLENGING LANDSCAPE?

UNEP IS AN EXCELLENT RETURN ON INVESTMENT

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- Reach those most in need; proximity despite distance
- Ensure coherence, scale and quality
- Normative and scientific leadership, policy and actions
- Environmental leadership across the new UN system and in countries

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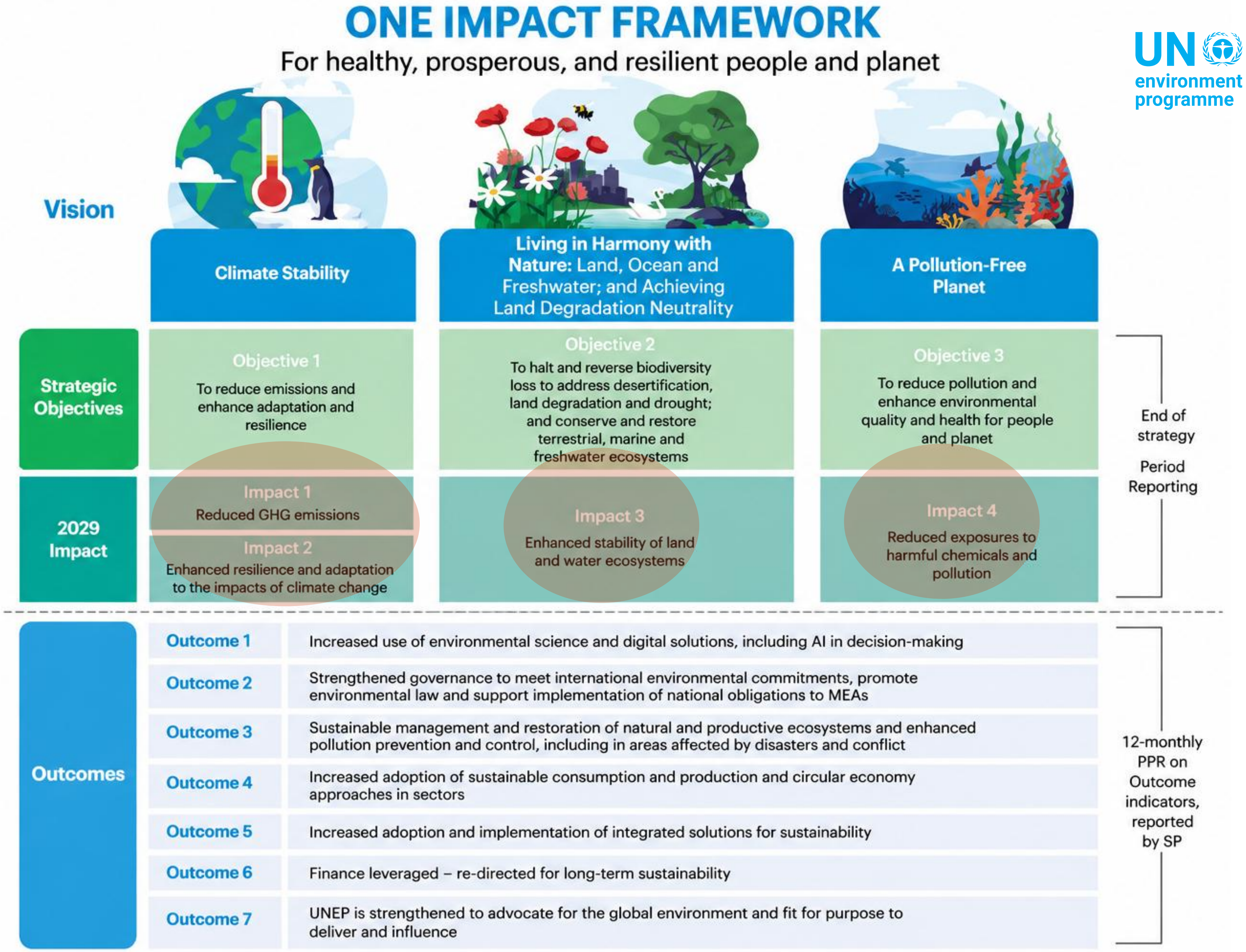
PIVOTING TO IMPACT.

THE PLANETARY FUNDS AS 'IMPACT FUNDS'.



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PIVOTING OPERATIONALLY:
WHAT NEW MODALITIES WILL UNEP ADOPT TO ENSURE ADDITIONAL AND QUALITATIVELY DIFFERENT RESOURCES

ENHANCE UNEP’S ENABLING ENVIRONMENT

Increased efficiency & effectiveness of operations to support timely and impactful delivery of results

Simplified, faster & more transparent partner engagement with stronger oversight on delivery

(Partnership policy & procedures)

Strengthened risk management to mitigate potential risks to hamper adequate resourcing of UNEP

(Enterprise Risk Management)

Swifter & more cost-effective conclusion & management of funding agreements and deployment of funds

(Standardized donor agreements & streamlined financial structures & processes)

Increased coherence of resource mobilization across organization (One UNEP)

(Advisory board to be established to guide& oversee UNEP’s resource mobilization work)

STRENGTHEN UNEP'S EXISTING AND NEW PARTNERSHIPS

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Deep engagement with Member States
('Investment briefs')

Reinforce collaboration with key partners
(Greater visibility; Simplified processes)

Leverage co-financing, policy support, and UNEP's convening role
(Risk absorber, transferer and mitigator; Going into under-served areas)

Strengthened UN and multilateral partnerships
(Integrated policy support, trade-offs and win-win-win options)

EXPLORE FUNDING OPPORTUNITIES FROM NON-TRADITIONAL FUNDING PARTNERS

Private Sector Engagement

Philanthropic Partnerships

Blended Finance Mechanisms

A policy de-risker, capacity builder, mediator;
A pipeline incubator, market builder and scaler;
Impact verifier.

EXAMPLE: UNEP PRIVATE SECTOR ENGAGEMENT- RESTORATION SEED CAPITAL FACILITY

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Early-stage development of forest restoration projects in developing countries

139 million USD mobilized private capital

364,000 ha of land restrored or reforested.

EXAMPLE: PHILANTHROPIC PARTNERSHIPS

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UNEP leverages philanthropic capital through two distinct funding architectures to address the triple planetary crisis.

GLOBAL FUND FOR CORAL REEFS

CLEAN AIR FUND

CLIMATEWORKS FOUNDATION

MODEL 1 - POOLED TRUST FUND

Global Fund for Coral Reefs (GFCR)

UN Multi-Partner Trust Fund mobilizing up to **$500M**. Foundations (Allen, Prince Albert II of Monaco, Minderoo) contribute grant capital to a shared pool; UNEP draws directly to execute reef conservation and blue economy portfolios.

MODEL 2 - DIRECT GRANT FACILITY

Clean Air Fund & ClimateWorks Foundation

Multi-year grants fund targeted UNEP frameworks - including a **2025–2027 clean air initiative** with the UN Global Compact - shifting philanthropic capital from fragmented projects into coordinated regional networks across Latin America, the Caribbean, and Africa.

EXAMPLE: HOW UNEP PARTICIPATES IN BLENDED FINANCE

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MDB or bilateral donor provides guarantee or first loss capital

Development finance institution (DFI) structures equity/debt

Private investors provide senior capital

UNEP as the scientific lead, provides upstream policy reform, technical assistance and project pipelines

Examples

SEED CAPITAL ASSISTANCE FACILITY

GLOBAL FUND FOR CORAL REEFS

PLASTICS TRANSITION INVESTMENT FACILITY

THE UPDATED UNEP STRATEGY: A STRONGER, FASTER, SMARTER FOCUS ON INVESTMENT, IMPACT AND IMPLEMENTATION

Addresses Global Environmental Challenges

Aligned with Medium-Term Strategy 2026-2029

Returns *measured* on Investment

Leverages diversified funding sources

Promotes efficient and impactful deployment

Thank you

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