Joint Inspection Unit (JIU) of the United Nations System Review of Management and Administration in the United Nations Environment Programme (UNEP)

Management Status Update on the Implementation

Nicolas Bertrand, Chief of Staff
Soomi Ro, Director, Corporate Services Division
Jyotsna Puri, Director, Policy and Programme Division

15 October 2026, Nairobi, Kenya

Presentation Structure

1 | Overview

2 | Formal Recommendations to the Governing Bodies

3 | Formal Recommendations to the Executive Director

4 | Status Update on Informal Recommendations

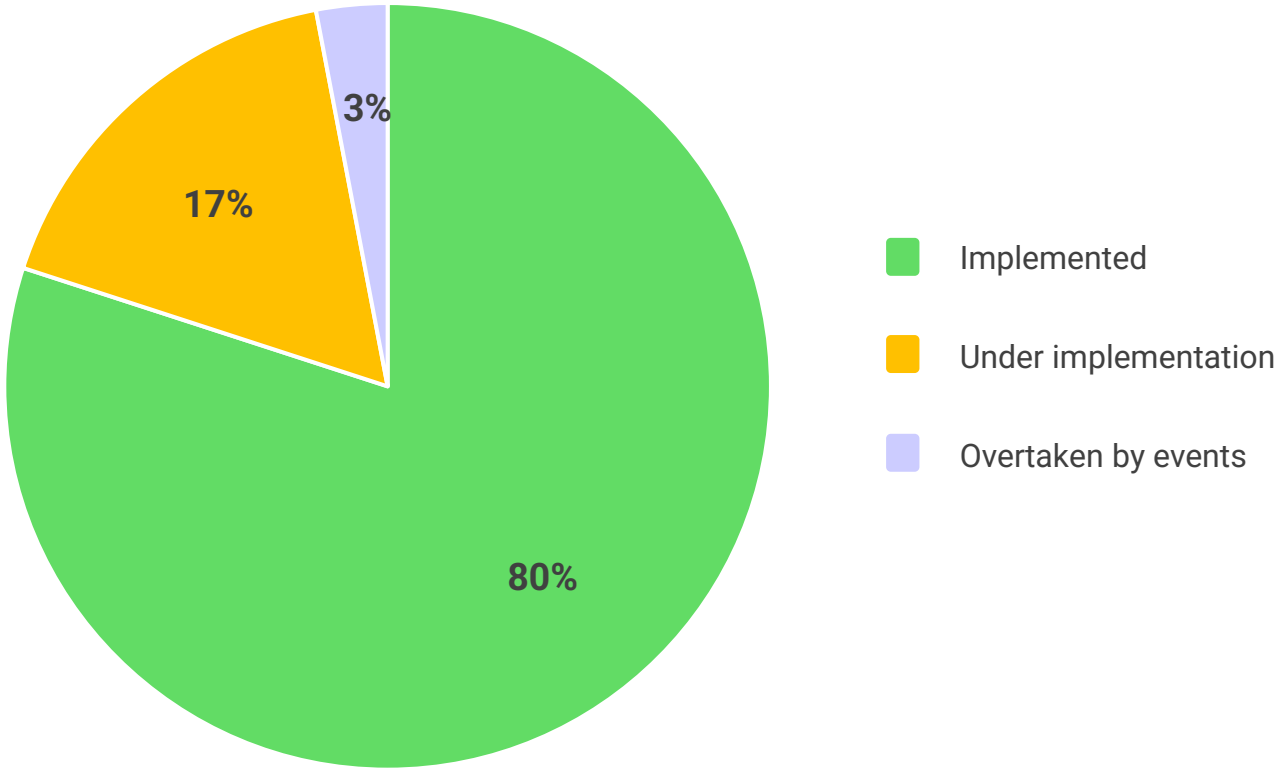
5 | Key Takeaways

One year on, implementation has moved into sustained management follow-through across the organisation.

- **35 recommendations:**
  - 8 formal, including 3 addressed to CPR/UNEA
  - 27 informal recommendations
- UNEP is following through on the **full set of JIU recommendations** — formal and informal
- Detailed **management response** issued August 2025: UNEP/CPR/171/8
- **Management status update** on the implementation at 13 ASC: UNEP/CPR/ASC/13/6 *(7 Sept 2026)*
- Implementation is being integrated with wider organisational reforms – e.g. UN80 initiative

UNEP is advancing towards closure of the recommendations, with increasing focus on consolidating and sustaining implementation gains.

Figure 1. Distribution of Recommendations by Implementation Status as of 17 August 2026



UN environment programme

Management Status Update

The recommendations addressed to the

UNEP Governing Bodies

For the three recommendations addressed to the Governing Bodies, UNEP continues to support the CPR-led follow-up process.

Recommendation 1: UNEA to clarify CPR's mandate and meeting frequency by UNEA-8.

Status update:

- The CPR Bureau has advanced consultations on clarifying the CPR's mandate and meeting frequency.
- Following discussions in June and September 2026, the Bureau agreed on guiding questions and supporting background materials for consultations with regional groups.
- Feedback will be considered by the Bureau on 10 November 2026, followed, as needed, by CPR Subcommittee discussions ahead of the 176th quarterly meeting of the CPR on 23 November 2026, where the way forward will be considered.
- UNEP will continue to be guided by the CPR on any further direction.

Under Implementation

For the three recommendations addressed to the Governing Bodies, UNEP continues to support the CPR-led follow-up process.

Recommendation 4: CPR to request ED to present monitoring framework for the Policy for One UNEP Delivery for Better Collaboration and Country Support.

Status update:

- UNEP developed success metrics for the One UNEP Delivery Model.
- Implementation and impact measurement have also been strengthened through the Programme Manual, Monitoring and Reporting Guidance, and the institutional impact measurement initiative.
- UNEP will continue to be guided by the CPR on any further direction.

Under Implementation

For the three recommendations addressed to the Governing Bodies, UNEP continues to support the CPR-led follow-up process.

Recommendation 8: CPR to request Evaluation Office to consider higher number of strategic or corporate evaluations in its annual work programme and to report back on their findings and conclusions.

Status update:

- The Evaluation Office has increased the frequency of subprogramme-level strategic evaluations from every eight to every six years.
- Findings and conclusions continue to be reported to the CPR.
- UNEP will continue to be guided by the CPR on any further direction.

Under Implementation

Management Status Update

The recommendations addressed to the

UNEP Executive Director

Recommendation 2: Review and update the Delegation of Authority Policy and Framework.

Status update:

- UNEP has revised its Delegation of Authority Framework to fully align with ST/SGB/2019/2.
- The revised framework streamlines delegation along established reporting lines, clarifies the distinction between authority over resource decisions and accountability for programme delivery.
- Monitoring focuses on compliance with applicable UN regulations and procedures.

Implemented

Recommendation 3: Issue a corporate guidance document to support the consistent implementation of the Policy for One UNEP Delivery for Better Collaboration and Country Support across the organization.

Status update:

- UNEP established a Delivery Model Working Group to support operationalisation of the Policy for One UNEP Delivery for Better Collaboration and Country Support.
- 7 guidance products had been finalized as of September 2026.
- Additional guidance products will be finalized through Uplifting Regional Presence Task Force and aligned with the One UNEP Delivery Model.
- The Working Group is expected to complete its work by end-2026.

Under Implementation

Recommendation 5: Review and update Resource Mobilization Strategy.

Status update:

- UNEP has prepared an updated Resource Mobilisation Strategy, incorporating feedback from the Senior Management Team, inputs from CPR members and relevant audit findings.
- The Strategy sets the high-level direction for securing adequate, predictable and diversified resources in support of the MTS 2026–2029 and related Programmes of Work.
- Operationalisation will be taken forward through a biennial implementation plan.
- The plan is expected to be finalised by end-December 2026, with implementation commencing in January 2027.

Implemented

Recommendation 6: Designate a Chief Risk Officer.

Status update:

- Executive Director formally assigned the Chief Risk Officer (CRO) function to the Director of the Corporate Services Division, with the Chief of Staff designated as alternate CRO.
- The role carries authority to strengthen risk management mechanisms, tools and procedures, support the effective functioning of the Enterprise Risk Management Committee, and promote a more proactive risk management culture.
- Risk management has also been further embedded in the updated UNEP Programme Manual 2026.

Implemented

Recommendation 7: Approve organization-wide knowledge management and knowledge-sharing strategy.

Status update:

- UNEP's Knowledge Management Strategy was endorsed and issued, with its Implementation Plan
- Roll-out arrangements are under way across UNEP divisions, offices and UNEP-administered MEA secretariats.
- The Implementation Plan will be further communicated and refined across the organisation and will provide the basis for monitoring progress over the two-year implementation period.

Implemented

UNEP has integrated the informal recommendations into its broader management reform agenda — going beyond formal reporting requirements.

- **27 informal recommendations** tracked alongside the formal recommendations.
- **89% of informal recommendations have been implemented**, strengthening management, planning, oversight, partnerships, communications and administrative processes.
- **2 informal recommendations remain under implementation**, linked to:
  - Wider system-level reforms on inter-agency environmental coordination *(JIU MAR para. 87)*
  - Phased, resource-dependent evaluation of the communications function *(JIU MAR para. 112)*
- **1 informal recommendation was overtaken by events**, following changes in the Secretariat-wide approach to organisational governance instruments *(JIU MAR para. 22)*

Implementation of JIU MAR recommendations is already reinforcing core management systems across UNEP.

1. Stronger governance and oversight
2. Clearer organisational architecture
3. More disciplined planning and results management
4. More coherent funding and partnerships
5. Better knowledge management, communication and evidence use

Thank you

UN environment programme

Nicolas Bertrand
Chief of Staff
nicolas.bertrand@un.org

Jyotsna Puri
Director, Policy and Programme Division
jo.puri@un.org

Soomi Ro
Director, Corporate Services Division
ros@un.org

United Nations Avenue, Gigiri
PO Box 30552 – 00100 GPO Nairobi, Kenya

www.unep.org