

Annex 2: Executive Direction and Management, Policymaking Organs and Programme Management and Support

Outcome	Indicators	Description ¹	December 2021 Baseline	Progress expected by December 2025	December 2025 Actual (A: Attained; NA: Not Attained)
Executive direction and management					
Outcome 1: UNEP achieves coherent delivery and integrated implementation of environmental policies and priorities within the United Nations system through United Nations reform.	i) Uptake of environmental policy issues or approaches by United Nations entities emerging from UNEP policy advice and/or support	Percentage of United Nations country teams developing United Nations Sustainable Development Cooperation Frameworks that include environmental goals	30%	60%	39% (NA)
	ii) Number of regional issue-based coalitions that focus on environment-related themes or incorporate environmental perspectives into their work through the use of UNEP tools and support	Number of relevant regional issue-based coalitions	5	14 (Baseline +9)	12 (baseline + progress) (NA)
	iii) Percentage of Governments in each region that rate UNEP support to countries as coherent and of good quality	Percentage of Governments in each region that rate UNEP support to countries as coherent and of good quality	72%	100%	Inconclusive ²
Outcome 2: UNEP has promoted cooperation and coherence in the United Nations system in mainstreaming and delivering on the environmental dimensions of the 2030 Agenda through the United Nations Environment Management Group.	i) Number of impact-oriented inter-agency partnerships or joint initiatives addressing integrated approaches related to climate change, nature, and pollution, as a result of UNEP support	Official policy documents, strategies, initiatives and plans of United Nations entities and international organizations or policy documents, strategies, initiatives, and plans emerging from intergovernmental forums at the global level.	36	92 (Baseline +56)	49 (NA)
	ii) Number of entities reporting on mainstreaming and implementing the environmental dimensions of the 2030 Agenda, including under the System-Wide Framework of Strategies on the Environment	Entities reporting on mainstreaming and implementing the environmental dimensions of the 2030 agenda	0	25 (Baseline + 25)	18 ³ (NA)

¹ In the PoW 2022-2025 results framework, this information is referred to as 'unit of measure'.

² Out of 193 Member States, only 19 (9.8%) responded to the survey. This does not constitute a representative sample size and has thus been excluded from the overall calculations for the report.

³ IAEA, FAO, IMO, IOM, UNWTO, IFAD, UNDP, UNEP, UNDRR, UN-Habitat, UNICEF, UN Women, CBD Secretariat, UNCCD Secretariat, UN DOS, OHCHR, UNCTAD, UNODC

Outcome	Indicators	Description ¹	December 2021 Baseline	Progress expected by December 2025	December 2025 Actual (A: Attained; NA: Not Attained)
Outcome 3: UNEP has strengthened its transparency and accountability as a results-based organization and improved the sustainability of its operations.	i) Implementation of audit and investigation recommendations	Percentage of audit and investigation recommendations acted upon.	94%	94%	79% (NA)
	ii) Evaluations providing a rating of "satisfactory" or higher for project performance	Number of quarterly business reviews implemented by the UNEP senior management team. ⁴	39%	55%	52% (NA)
	iii) Implementation of accepted evaluation recommendations within the time frame defined in the implementation plan	Percentage of accepted evaluation recommendations closed as compliant within the time frame defined in the evaluation recommendation implementation plan.	86%	90%	76% (NA)
	iv) Reduction in annual greenhouse gas emissions from UNEP operation and travel by staff	Percentage reduction in greenhouse gas emissions per annum.	2019 Total emissions (1485 tCO ₂ eq)	5.4%	30% (A)
Outcome 4: UNEP has implemented the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).	i) UNEP performance in terms of meeting or exceeding the UN-SWAP 2.0 indicators	Percentage of UN-SWAP 2.0 indicators met or exceeded.	82%	88%	94% ⁵ (A)
	ii) UNEP performance in terms of meeting or exceeding the average UN-SWAP performance for the United Nations Secretariat and the overall United Nations System	Number of operative paragraphs implemented by the Secretariat and Member States. ⁶	UN Sec. 66% and overall UNS 63%	UNEP % is greater than UN Secretariat % & UN System %	UNEP 94% > (UNS 80%; UN Sec. 83%) (A)
	iii) Degree of implementation of Environment Assembly resolution 4/17 on promoting gender equality and the human rights and empowerment of women and girls in environmental governance	Number of UNEP projects assessed for gender equality impact.	70	230 (Baseline + 160)	413 (baseline + progress) (A)

⁴ The correct unit of measure and what is being reported on here is the % of projects evaluated during the reporting period that attained an overall performance rating of "satisfactory" or better.

⁵ [2024-unep-swap-2-reporting-results-en](#)

⁶ This unit of measure is UNEP's performance in meeting or exceeding UN-SWAP 2.0 performance indicators relative to both the United Nations Secretariat and the overall United Nations system.

Outcome	Indicators	Description ¹	December 2021 Baseline	Progress expected by December 2025	December 2025 Actual (A: Attained; NA: Not Attained)
Policy making organs ⁷					
Outcome 1: The Environment Assembly attracts significant interest from key decision-makers and stakeholders.	i) Prominence of media reach (online, print and broadcast) and social media coverage on environmental issues during and following Environment Assembly sessions	Number of media mentions	10,000 (baseline from pre-2022 UNEA)	12,000	14,777 (A)
	ii) Sustained engagement of Member States and United Nations representatives, in particular from the secretariats of multilateral environmental agreements, in the Environment Assembly	Number of representatives from Member States, United Nations entities and secretariats of multilateral environmental agreements attending the relevant Environment Assembly session	1038 (baseline from pre-2022 UNEA)	3,000	5,857 (A)
	iii) Enhanced engagement of major group and stakeholder representatives in the Environment Assembly	Number of representatives from civil society participating in the Environment Assembly	667 (baseline from pre-2022 UNEA)	850	2,230 (A)
Outcome 2: The Environment Assembly sets the global environmental policy agenda for the upcoming years.	i) Percentage of surveyed UNEP partners in Governments and in the United Nations system that rate the Environment Assembly as useful in providing policy guidance on important global environmental issues	Percentage of positive responses in the Environment Assembly survey	94% (baseline from pre-2022 UNEA)	94%	76% (NA)
Programme management and support					
Outcome 1: UNEP makes management decisions based on risk information.	i) Extent of adoption and implementation of the UNEP risk management framework	Number of UNEP organizational units that have implemented the framework.	1	14 (Baseline +13)	14 ⁸ (baseline + progress) (A)
	ii) Extent to which an established risk management framework is used as a basis for management decisions in UNEP operations	Number of UNEP areas of operation covered. ⁹	9	17 (Baseline +8)	17 ¹⁰ (A)

⁷ Results reported under Policy Making Organs pertain to UNEA 7 (8 – 12 December 2025)

⁸ Including the Regional Offices for Africa (ROA), Asia-Pacific (ROAP), Europe (ROE), West Asia (ROWA), New York Office (NYO), the Programme and Policy Division (PPD) and MEA Secretariat (CMS and Ozone).

⁹ Indicator measures the number of UNEP areas of operation on which management decisions have been informed by the risk management framework.

¹⁰ As per the [UNEP Enterprise Risk Management Guidelines](#) which maps the UN secretariat risk universe (see Appendix 2), the seven major risk areas are further constituted of 24 sub risks. Utilizing these sub-risk categorisations, 8 UNEP areas of operation were covered by the end of 2023: Planning (1.1), Strategic (1.2), Human Resources (4.2), Information Resources and IT (4.4), Environmental Sustainability (4.5), Funding and Investments (5.1), Programme Delivery (7.2), Fraud and Corruption (7.4).

Outcome	Indicators	Description ¹	December 2021 Baseline	Progress expected by December 2025	December 2025 Actual (A: Attained; NA: Not Attained)
Outcome 2: Policies and standards are in place for oversight and management.	i) UNEP programme implementation is governed by up-to-date UNEP-specific norms, guidelines and standard operating procedures	Number of specific norms, guidelines and standard operating procedures developed	0	10 (Baseline +10)	20 ¹¹ (A)
	ii) Integration of environmental and social safeguards into project implementation	Percentage of relevant projects that demonstrate the integration of environmental and social safeguards ¹²	61%	90%	88% (NA)
	iii) Integration of gender considerations into project implementation	Percentage of projects that demonstrate the integration of gender based on the gender marker coding system	95%	95%	95% ¹³ (A)

¹¹ Norms, guidelines, standards issued 2022-2025: UNEP Evaluation Policy; UNEP standard operation procedures for the establishment, management and closure of a trust fund; Next Normal Guidance; UNEP Protocol for Personal Use of Social Media; Guidelines on engagements with partners through consortium agreements and similar arrangements; Guidelines on UNEP's engagement with the oil, gas & coal sectors; Guidance on Telecommuting within UNEP Duty Stations; Environmental Management System (EMS) Manual; UNEP Travel Dashboard; Guidance note on enterprise risk management and internal control; Guidance on US Funding to navigate the uncertainties related to the funding pause announced through the US Executive Order "Reevaluating and Realigning US Foreign Aid".

¹² The projects in UNEP that implement integration of environmental and safeguards standards are moderate risk projects which are projects that pose potential significant environmental and social risks on one or more of the 8 UNEP safeguards standards. Given this level of risk, it becomes imperative to develop a tailored management plan to effectively address or mitigate the associated intervention risks. Example of relevant management plan include Gender Action Plan, Stakeholder Engagement Plan, Environmental and Social Management Framework/Plan (ESMF/P), Climate and Risk Vulnerability Assessment (CRVA), Indigenous Peoples Plan (IPP), Cultural Heritage Management Plan (CHMP), and Biodiversity Action Plan (BAP), etc.

¹³ 84 out of 86 projects reviewed at the end of December 2025 had mainstreamed gender well.