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**169th meeting of the Committee of Permanent Representatives
to the United Nations Environment Programme**

Nairobi, 20 March 2025

Conference Room 2

10:00 – 18:00 (GMT+3)

Hybrid meeting

Item 5 of the provisional agenda

**Agenda item 5: Development of a medium-term strategy for the period 2026-2029 and a draft
programme of work and budget for the period 2026-2027**

This note has been developed by the Secretariat and contains a draft annotated outline of UNEP's Medium-Term Strategy for the period 2026-2029 and a draft annotated outline of the draft programme of work and budget for the period 2026-2029.

Annotated outline of Medium-Term Strategy (MTS) for 2026-2029

I. Background

This section will serve as an introduction to the strategy of UNEP for the period from 1 January 2026 to the 31 December 2029, reinforcing UNEP's overarching mission and its critical role as the leading global authority on the environment.

II. Situation Analysis

This section will provide an analysis of geopolitical shifts, technological advancements, and societal changes that are influencing the status of climate change, land, and nature, and pollution, as well as other emerging issues including droughts, desertification, sustainable use of water and the Sustainable Development Goals (SDGs). The section also identifies strategic approaches and opportunities to place the global discourse on a more sustainable path. The analysis of status and key trends are drawn from UNEP's reports and other peer-reviewed publications. Special attention is given to the issues highlighted in the synthesis reports, including synergies with and among Multilateral Environmental Agreements (MEAs), as welcomed by the 168th CPR and the 169th CPR.

III. Lessons Learned

This section will offer a synthesis of key lessons learned from the evaluations on UNEP's past strategies and programmes conducted by the Office of Internal Oversight Services (OIOS), the Joint Inspection Unit (JIU), and the Board of Auditors (BOA), including those listed in Annex 2 of the Draft Roadmap for the Development of the UNEP Medium-Term Strategy (MTS) 2026-2029 and Programme of Work (POW) and Budget for 2026-2027 ([UNEP/CPR/167/5](#)). Lessons have been drawn from various evaluations.

The section will also describe how the MTS 2026-2029 builds on lessons from the 2022-2025 strategy, highlighting implementation challenges and gaps. It will outline areas for improvement and how UNEP will strengthen programme alignment, enhance operational efficiency and further improve geographical representations in its workforce. UNEP intends to elaborate how the new strategy would address specific development needs of the Least Developed Countries (LDCs), Small Island Developing States (SIDS), Landlocked Least Developed Countries (LLDCs) and countries affected by disaster and conflict in this section.

Furthermore, the strategy would elaborate on delivering value-add to national stakeholders through the inter-agency mechanisms of the UN development system, including through strengthening engagement with the UN Resident Coordinators System, UN Country Teams and other UN entities, and enhanced joint programme delivery and issue-based coalitions at the regional, national, and sub-national levels.

This section will also describe lessons learned from UNEP's strategic partnerships with Member States, other UN entities, Major Groups including financial institutions and among others.

IV. UNEP Vision for 2026-2029 and Beyond

This section will articulate UNEP's strategic objectives towards its vision for *Resilient Planet for People and Prosperity*. Key elements to be included but not limited to are the following:

- a. A vision statement that encapsulates UNEP's aspirations for a resilient and sustainable world.
- b. Three strategic objectives of **climate stability, land degradation neutrality, living in harmony with nature, and pollution-free planet.**
- c. UNEP's contributions to the United Nations' SDGs through the implementation of the MTS.
- d. UNEP's strategy's alignment with the UN principles¹ and cross-cutting areas as well as the role of partnerships and multilateral cooperation in achieving environmental goals.

V. UNEP's Focus: Thematic, Foundational and Enabling Subprogrammes for Delivering Solutions

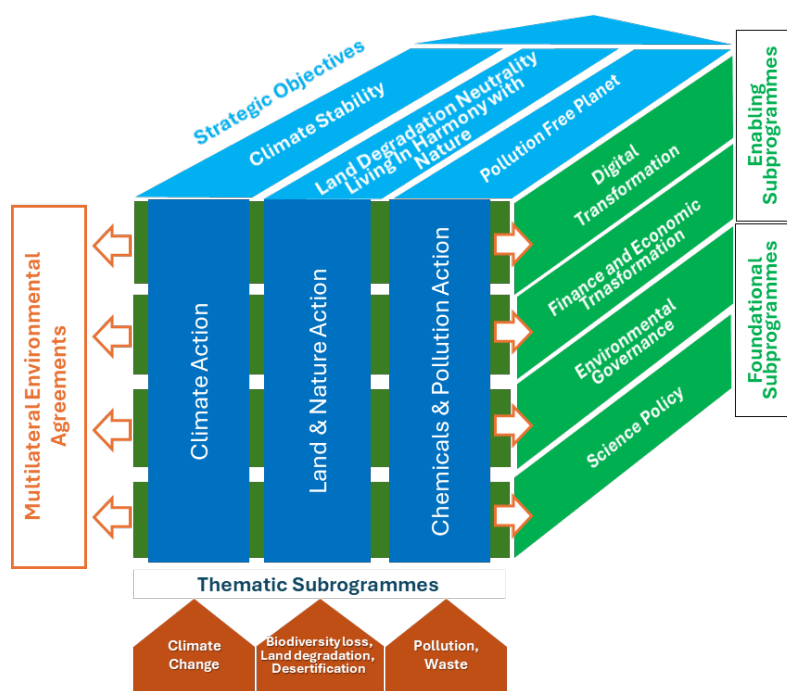
A. Thematic subprogrammes

- 1. Climate Action**
- 2. Land and Nature Action**
- 3. Chemicals and Pollution Action**

This section and its subsections will define UNEP's thematic subprogrammes on Climate Action, Land and Nature Action, Chemicals and Pollution Action and their association with the interconnected strategic objectives. The sub-section on each thematic subprogramme will outline the expected outcomes by 2029 with a brief description of priority areas. UNEP's comparative advantages and global positioning to deliver them will be explained. Co-benefits, complementarity and cost effectiveness that could arise from the synergistic implementation of the thematic subprogrammes will be highlighted.

Furthermore, this section will outline UNEP's approaches to key cross-cutting issues such as land degradation, drought and water resources management, disasters and conflict, sustainable consumption and production, poverty, and meaningful youth engagement.

¹ UN. *United Nations Charter, Chapter I: Purposes and Principles*. Retrieved 28February 2025, from: <https://www.un.org/en/about-us/un-charter/chapter-1>



B. UNEP's Foundational Subprogrammes

1. Science-Policy

This section will explore UNEP's strategic role in bridging the gap between scientific evidence and policy formulation and implementation. It will highlight UNEP's leadership role in producing global environmental assessments that set bench-marking standards and facilitating dialogues that integrate emerging interdisciplinary scientific knowledge into policy frameworks. The section will also underscore the importance of enhancing early warning systems and fostering interdisciplinary collaboration to effectively tackle environmental challenges. Furthermore, it will outline UNEP's approach to enhancing access to and ease of use of environmental data for the UN Resident Coordinator System, UN Country Teams, and other partners. Additionally, this section will explain how this foundational subprogramme contributes to achieving UNEP's strategic objectives, ultimately supporting a more sustainable future.

2. Environmental Governance

This section will outline UNEP's commitment to the development of legal and institutional frameworks that promote environmental rule of law at national and regional levels as well as integrating the 2022 UN General Assembly resolution on the human right to a clean, healthy and sustainable environment. UNEP's approach in responding to Member State requests for support in the fields of environmental policy instruments, legal frameworks, regulations and institutional capacity-building will be outlined. Further, UNEP's role in supporting Member States' requests to meet their national obligations under the MEAs will be outlined. As UNEP often is asked by Member States to support them in harnessing "double wins" under the various MEAs to which they are parties, this synergy dimension will be highlighted. Finally, the nexus between the Environmental Governance subprogramme and the Science-Policy subprogramme will be highlighted.

C. UNEP's Enabling Subprogrammes

1. Finance and Economic Transformations

This section will highlight UNEP's approach to promote green and sustainable financial flows and investments through interventions targeting private and public financing, and business and consumer behaviors including lifestyles. Expanding UNEP's role in sustainable finance initiatives, including the development of financial instruments such as green bonds, biodiversity credits, and payments for ecosystem services (PES), will be described. In support of meaningful youth engagement, UNEP is promoting – with relevant partners – the creation of green jobs and skills among the youth in countries. This topic will be described.

2. Digital Transformations

This section will outline UNEP's role in leveraging digital technologies to enhance environmental monitoring, governance, and decision-making. It will highlight UNEP's efforts to integrate artificial intelligence (AI), big data, blockchain, and remote sensing technologies into sustainability initiatives, in line with the Global Digital Compact of the UN Secretary-General². The section will also emphasize the need for responsible digital management to support Member States to ensure that technological advancements align with environmental considerations. Special mention will be made on partnerships with the tech companies and research institutions that drive innovations for environmental sustainability and support national governments in driving green digital transformations. There is a clear nexus between the enabling subprogrammes and the Science-Policy subprogramme which will be highlighted.

VI. Looking forward: accelerating systemic change for future generations

This section will reaffirm UNEP's renewed commitment to accelerated environmental action, through science-driven, systemic transformations and future-proof solutions. To address anticipatory scenarios of future-ready, the following will be considered³:

- Operational efficiency, effectiveness, and agility.
- Organizational knowledge, learning and impact.
- Enhanced environmental monitoring systems.
- Enhanced capacities for data and digital/AI through enhanced digital systems, in line with UN 2.0 principles – data transparency, etc.
- Innovative partnerships – diversified/alternative funding models with public and private institutions, including private sector engagement (carbon taxes, global supply chains, sustainability practices, etc.).
- Advocacy and outreach.

² <https://www.un.org/digital-emerging-technologies/global-digital-compact>

³ Reference to the Synthesis Report from Informal Dialogue Session with Major Groups, Private Sector and MEAs, 2024.

Annotated outline of the 2026-2027 Programme of Work (POW) and Budget

I. Introduction

This section will introduce the overall structure and main content of the proposed UNEP 2026-2027 Programme of Work and budget for the biennium 2026-2027.

II. UNEP Results Framework for the Programme of Work 2026 – 2027

This section will introduce the results framework for UNEP's programme of work 2026-2027, comprising of the following subprogrammes:

A. Integrated results towards sustainable solutions for climate stability, land degradation neutrality, living in harmony with nature and a pollution free planet.

This section will highlight three thematic subprogrammes to support the strategic objective of climate stability, land degradation neutrality, living in harmony with and nature and a pollution free planet. A Theory of Change will be included, demonstrating the causal pathways for change for each strategic objective.

B. Foundational Subprogrammes

This section will present two foundational subprogrammes, illustrating their results framework delivering on the three strategic objectives.

1. Environmental Governance
2. Science-Policy

C. Enabling Subprogrammes

This section will present two enabling subprogrammes, illustrating their results framework delivering on the three strategic objectives.

1. Finance and Economic Transformations
2. Digital Transformations

III. Policymaking Organs

This section will present the function and results framework of the policymaking organs component including the support to the Environment Assembly and its subsidiary bodies and other stakeholders for the biennium 2026-2027.

IV. Executive Direction and Management

This section will present the function and results framework of the executive direction and management component regarding leadership, management and oversight in delivering results for the biennium 2026-2027.

V. Programme Management and Support

This section will present the function and results framework of the programme management and support component that provides programme management and corporate support services for the biennium 2026-2027.

VI. Budget and resource mobilisation

A. Overview of resources

This section will present the resource requirements for the biennium 2026-2027 for each funding type, including the Environment Fund, Regular Budget, Earmarked Funds, Global Funds and Programme Support Cost, with breakdown by budget component.

B. Resource mobilization

This section will present the resource mobilization strategy for securing adequate resources for the implementation of the Programme of Work, including strengthening and widening the organization's funding base. The update will benefit from the guidance provided by the Member States through the various funding dialogues.

Annexes

- I. Evaluation plan for the period 2026-2027
- II. Audited financial statements of UNEP for the year ended 31 December 2024 and recommendations of the United Nations Board of Auditors
- III. Organization chart