



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

Jo Puri, Director, Policy and Programme Division, Annual Subcommittee, September 2025



Objectives

1

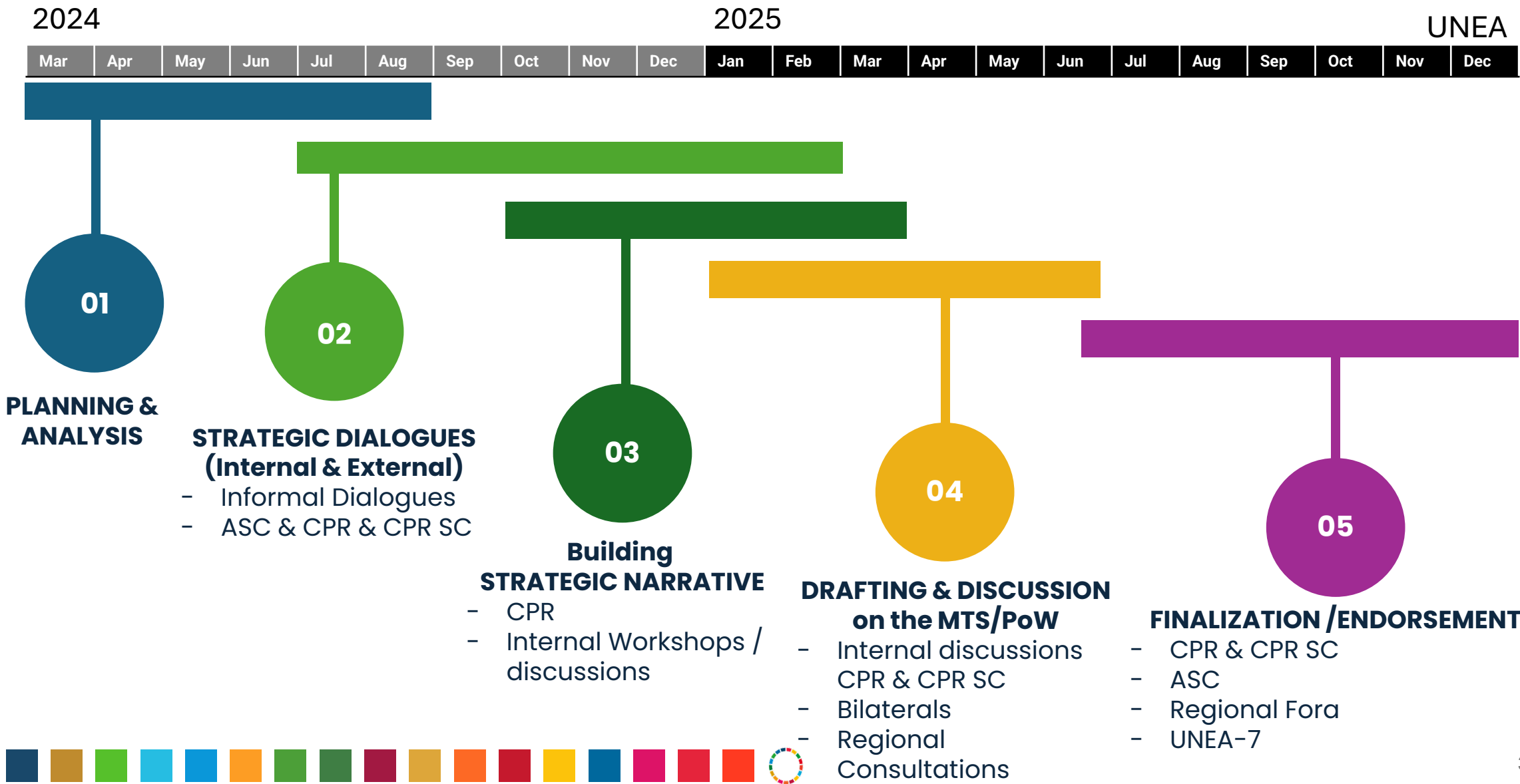
Share **an overview of the process undertaken** for developing the Medium-Term Strategy (MTS) and the draft Programme of Work (PoW) and Budget

2

Highlight some key elements from both the draft MTS and PoW



Overview of MTS/PoW process to date



High-Level Engagements with Member States

13

Months of
consultations

45

Consultations

(CPR / regional consultations /
bilateral meetings / informal
dialogues)

1 600+

Overall participants

(including regional Foras e.g.
AMCEN, AP)



Key inputs from Member States incorporated

UNEP's Niche

- **Global environmental authority**
- **Mandate reaffirmed by Member States:** UNEPs foundation resolution **UNGA resolution 2997**, Paragraph **88 of The Future We Want (2012)**
- **Trusted partner for planetary sustainability:** Guided by the **Nairobi Declaration (1997)**
- **Embedded in multilateral processes**

What MS told us

- **Anticipatory and agile:** harness innovation and emerging technologies
- **Accelerated action/Solutions oriented:** Science-based responses; strengthen early-warning systems; focus on LDCs, SIDS, and LLDCs
- **People-centric:** Poverty & Inequality, gender equality / women and girls, children and youth, Human Rights, Indigenous Peoples and local communities,
- **Impact and accountability:** stronger focus on impact and actionable strategy
- **Integration:** Foster synergies across the UN system; deepen collaboration with Resident Coordinators and UN Country Teams



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Draft MTS – Table of Contents

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

*Total word count **8,500** as of 13 Aug 2025. Note the word count does include references.

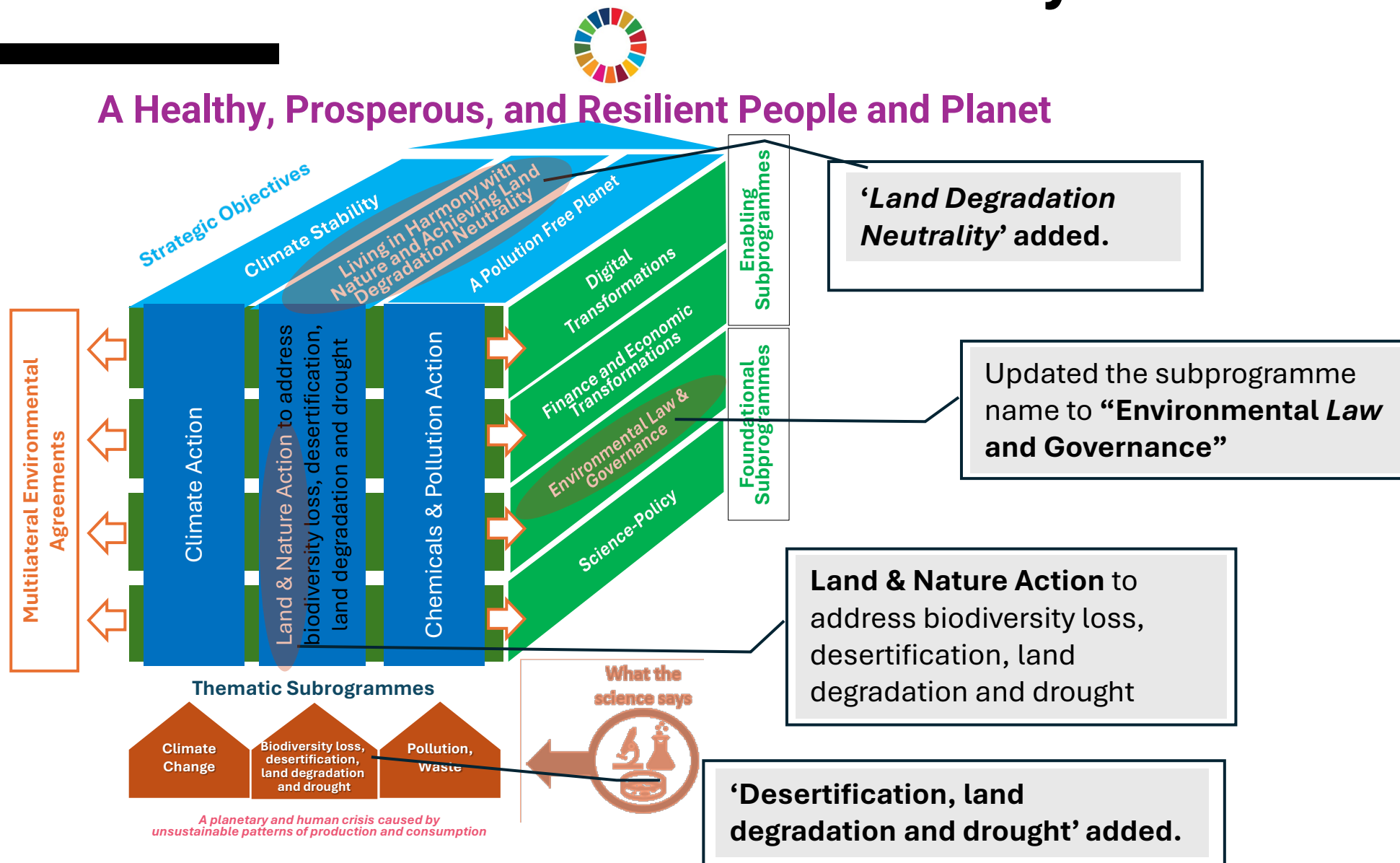


III. Lessons learned from a large portfolio and policies

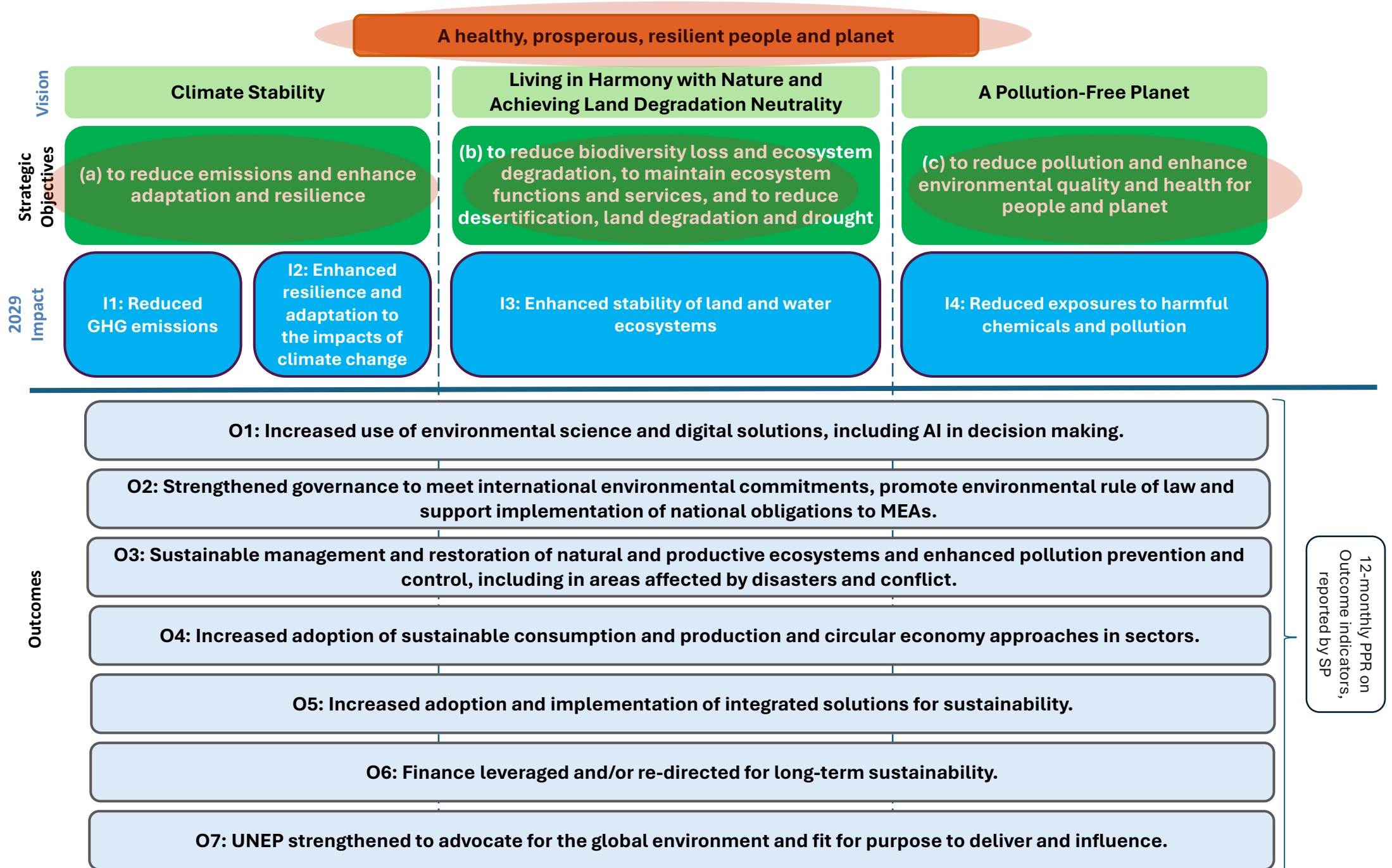
- Learning from its **US \$2.65 billion portfolio**.
- Emphasis on last mile delivery; government and UN wide collaboration; and **measurable results**.
- Increased **operational integration and prioritization**
 - **Functional review**: Focus on efficiency and effectiveness.
 - **Delivery model strengthened**: focus on impact and equity.
 - **Deeper UN wide collaboration**.
- A future-fit UNEP



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



THE ONE IMPACT FRAMEWORK

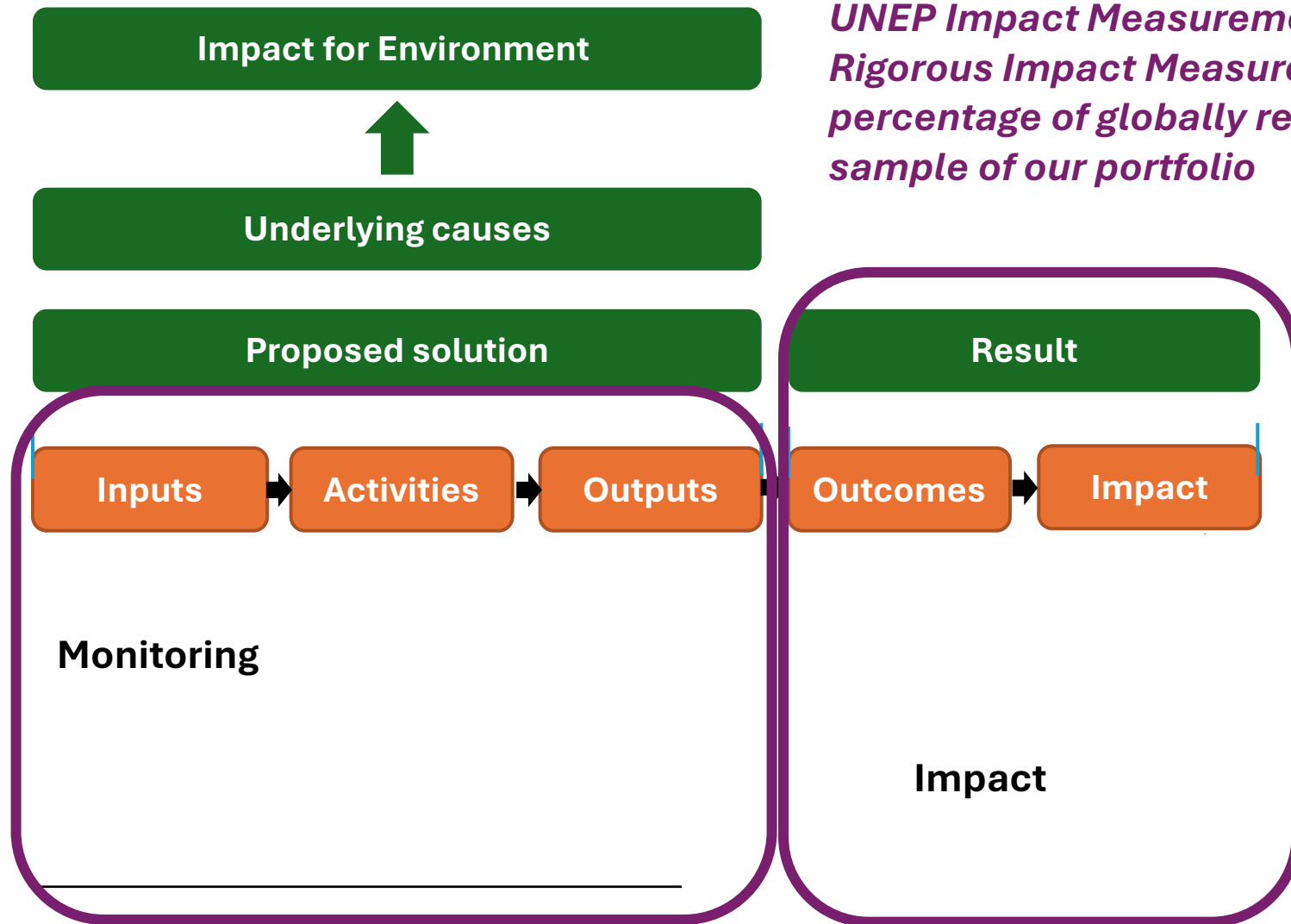


Fewer and organization level Impact/Outcomes and Indicators (from 52 to 42)

New PoW 2026-2027		Current PoW 2022-2025		
	Term utilized	#	Term utilized (corresponding to the current PoW)	#
Subprogramme (SP) Outcomes	2029 Impacts	4		
	2029 Outcomes	7	2025 Outcomes	9
	no direct outcomes		Direct Outcomes	38
	Indicators	27	Indicators	31
	Outcomes	6	Outcomes	8
Corporate Outcomes	Indicators	15	Indicators	21



Measuring UNEP's Results/Impacts and learning: Measuring what works and how much systematically.



*UNEP Impact Measurement and Learning:
Rigorous Impact Measurement on a
percentage of globally representative
sample of our portfolio*

Draft PoW – Table of Contents

- I. Introduction
- II. UNEP results framework for the Programme of Work 2026-2027
- III. Policymaking Organs
- IV. Executive direction and management
- V. Programme Support
- VI. Budget and resource mobilization

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Standardized Impacts and Guidance for ONE Impact Framework.

2029 Impact

Reduced GHG emissions

Change in emissions trends in supported countries.

TBC

- Global Funds' monitoring systems and reports

Enhanced resilience and adaptation to the impacts of climate change.

Number of direct beneficiaries of UNEP's adaptation and resilience initiatives.
Increase in number of countries that have multi-hazard monitoring, forecasting and early warning systems

(1) December 2025 baseline: 480,682
Progress by December 2029: +1,000,000
(2) December 2023 baseline: 101
Progress by December 2029: +12

- UNEP-verified monitoring records
- Global Funds' monitoring systems and reports

Enhanced stability of land and water ecosystems

Increase in the extent of land- and seascapes under improved ecosystem management

Baseline and target: December 2025
baseline: 11,205,281 ha

Progress by December 2029: +8,531,000 ha

- National Reporting Systems
- UNEP-verified monitoring records
- UNEP project websites/databases
- UNEP partner sources

Reduced exposures to harmful chemicals and pollution

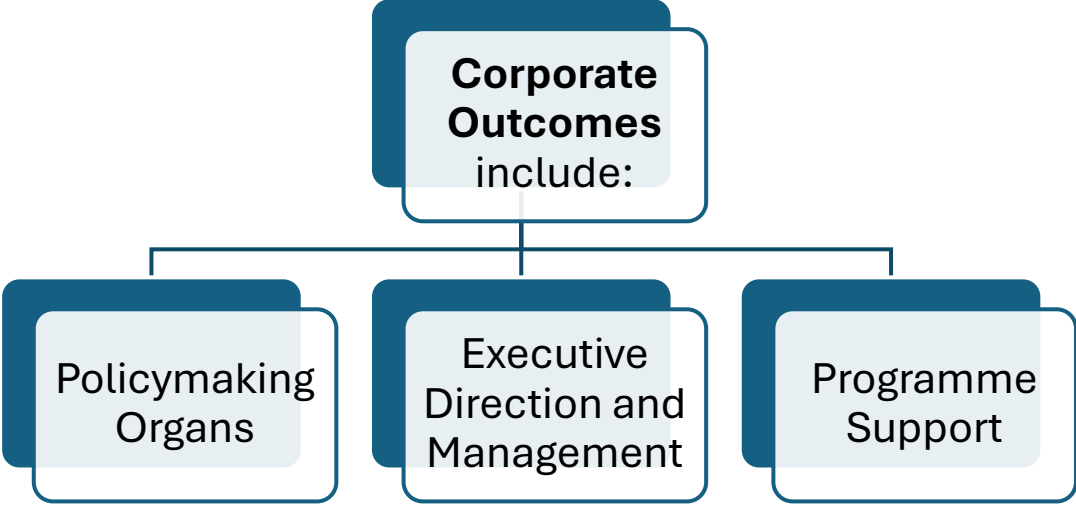
Reduction in releases of pollutants and waste to the environment

Baseline and target: December 2025
baseline: 3,298 metric tons

Progress by December 2029: +4,000 metric tons

- Global Funds' monitoring systems and reports
- UNEP partner sources

Polycymaking organs, Executive Direction and Management, Programme Support



Corporate Outcomes	New PoW 2026-2027		Current PoW 2022-2025	
	Outcomes	7	Outcomes	8
	Indicators	17	Indicators	21



Total financial resource requirements 2024-2025 and 2026-2027 (Thousands of USD)

<i>Category</i>	<i>2024-2025*</i>	<i>2026-2027</i>
A. Environment Fund		
Post	120,200	107,400
Non-post	69,800	84,600
Fund programme reserve	10,000	8,000
Subtotal A	200,000	200,000
B. Earmarked funds	321,900	448,400
C. Global trust funds	271,900	378,100
D. Programme support costs	32,020	44,800
E. Regular budget		
Post	42,045	38,055
Non-post	4,446	3,694
Subtotal E	46,491**	41,749
Total (A+B+C+D+E)	872,311	1,113,049

* The 2024-2025 baseline figures are those approved for the PoW and budget 2022-2023 and extended to 2024-2025 under the Covid-19 circumstance, except for the regular budget.

** The amount of 2024-2025 regular budget has been updated as per the approved appropriations by the General Assembly.

Human resource requirements by funding source and budget component/subprogramme: 2026-2027

	<i>Environment Fund</i>	<i>Earmarked Funds</i>	<i>Global Trust Funds</i>	<i>Programme support Cost</i>	<i>Regular Budget</i>	<i>Total Posts</i>
A. Policymaking organs	10	1	-	-	-	11
B.1. Executive direction and management	23	6	1	-	14	44
B.2. UNSCEAR		1	-	-	6	7
Subtotal A+B	33	8	1	-	20	62
C. Programme of work						
1. Climate Action	33	38	49	11	8	139
2. Digital Transformations	31	2	-	-	8	45
3. Land and Nature Action	42	44	39	11	12	148
4. Environmental Law and Governance	53	49	4	6	16	128
5. Chemicals and Pollution Action	35	48	20	7	9	119
6. Finance and Economic Transformations	35	43	2	2	8	90
7. Science-Policy	33	6	1	2	8	50
Subtotal C	262	230	115	39	69	719
D. Fund programme reserve	-		-	-		-
Subtotal programme of work and reserve (C+D)	262	230	115	39	69	719
E. Programme support	36	12	6	60	4	114
Total (A+B+C+D+E)	331	250	122	99	93	895

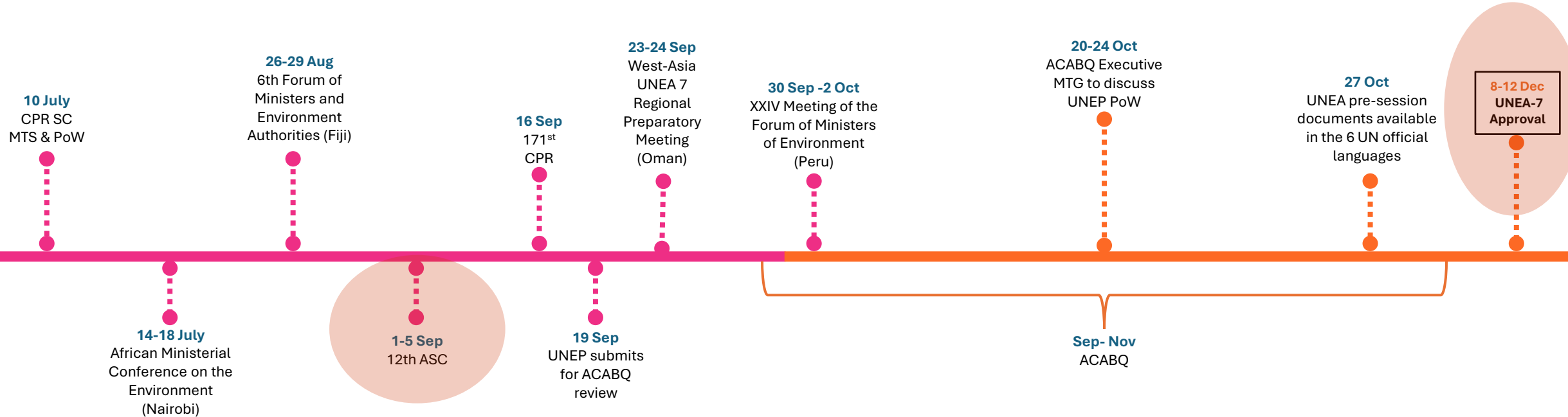
* The number of positions may change due to the ongoing strategic initiatives.

Updated financial resource requirements by funding source

Category	Environment Fund	Earmarked Funds	Global Trust Funds	Programme Support Costs	Regular Budget	Total Budget
A. Policymaking organs	5 363	300	-	-	-	5 663
B.1. Executive direction and management	11 978	1 300	-	-	5 948	19 226
B.2. UNSCEAR	-	-	-	-	2 009	2 009
Subtotal A+B	17 341	1 600	-	-	7 957	26 898
C. Programme of work						
1. Climate Action	20 380	200 400	153 800	3 200	3 648	381 428
2. Digital Transformations	15 911	1 400	-	-	3 304	20 614
3. Land and Nature Action	26 637	61 400	116 300	3 300	5 637	213 274
4. Environmental Law and Governance	31 642	57 100	300	3 300	8 039	100 382
5. Chemicals and Pollution Action	21 453	60 900	100 200	2 500	3 734	188 787
6. Finance and Economic Transformations	22 168	50 800	-	1 500	3 533	78 001
7. Science-Policy	17 520	10 700	-	700	3 736	32 656
Subtotal C	155 709	442 700	370 600	14 500	31 631	1 015 141
D. Fund programme reserve	8 000		-	-		8 000
Subtotal programme of work and reserve (C+D)	163 709	442 700	370 600	14 500	31 631	1 023 141
E. Programme support	18 950	4 100	7 500	30 300	2 160	63 010
Total (A+B+C+D+E)	200 000	448 400	378 100	44 800	41 749	1 113 049

*The Budget is expected to change due to the currently undergoing strategic initiatives.

Where we are on the roadmap



Q3 2025	Q4 2025
12th ASC - Engagement on revised drafts of MTS & PoW 171st CPR - Informal endorsement of the final draft of MTS & PoW Regional Fora - Discussion/Consultation on MTS	ACABQ [continued from Q3] 19 September: UNEP Submits MTS/PoW and Budget 3 October: ACABQ organizes a hearing. 10 October: ACABQ sends questions to UNEP. 17 October: UNEP responds to the questions in 5 business days 22-24 October: ACABQ Secretariat puts together an executive note. 27-31 November: ACABQ organizes an executive meeting to discuss UNEP PoW 7 November: ACABQ issues a draft report with comments/recommendations to UNEP 10 November: UNEP issues a management response to ACABQ in 24 hours 11-14 November: ACABQ issues a formal report to UNEP. UNEA-7 - UNEA-7 reviews PoW and Budget (including taking consideration of ACABQ report and other materials) - OECPR (1-5 Dec) & UNEA-7 (8-12 Dec) - Develop communication & outreach plan

Thank you