

Formative Evaluation of the UNEP Delivery Model and associated Programmatic Approach

Management Response

30 May 2025

Objective: The Formative evaluation of the Delivery Model Policy conducted by UNEP's independent Evaluation Office and completed in December 2024 had as its "primary objective [...] to provide information on indications of progress and/or challenges early in the process of the Delivery Model and Programmatic Approach, when changes or adaptations can be made to maximise the likelihood of success in achieving the Programme of Work results". The formative evaluation was requested by UNEP Management and was initiated less than one year after the adoption of the Delivery Model Policy. UNEP management aimed to learn early during the inception phase of the implementation of the Delivery Model Policy, with the goal of taking corrective action as required, early in the process. The formative evaluation recommendations and the management response should be considered in this context.

The formative evaluation resulted in 16 recommendations related to institutional processes and programmatic design.

Overall response: UNEP Management accepts or partially accepts all the recommendations and organises the recommendations and planned actions into **four focus areas**, to ensure that management action can be taken in a cohesive and integrated manner. Most actions, unless noted otherwise, will be implemented by the end of December 2026, and UNEP Management welcomes the support of the Evaluation Office in tracking and reporting compliance with these commitments.

A. The first group of recommendations focus on the Delivery Model Policy and Implementation and have three main recommendations:

- a. Review of the Delivery Model Policy should add missing roles and introduce a set of success metrics for the Delivery Model itself;
- b. Review the Delivery Model Policy from a partnership perspective;

- c. Develop and implement a consultative change management process to guide the Delivery Model Policy implementation beyond the initial workshops and provide leadership.

Management Response: Accepted.

In response, Management will develop guidance, standard operating procedures and/or documented best practices to operationalise the Delivery Model policy, including roles and responsibilities, success metrics and joint work with partners in the context of the Regional and Divisional roles set out in the Delivery Model. The operationalisation of the Delivery Model Policy will be informed by existing cross-functional networks and platforms. Insights from the evaluation will be incorporated into the future operationalisation of the Policy, but also in the roll-out of the Medium-Term Strategy 2026-29 and in the new Monitoring, Learning and Reporting Policy.

B. The second set of five recommendations focus on the Medium-Term Strategy and Programme of Work. Management response is requested for:

- a. Supporting the consistent and compelling communication of UNEP's strategic orientation;
- b. Revising the Medium-Term outcomes and Programme of Work indicators,
- c. Providing subprogrammes' Theories of Change and developing concise causal narratives;
- d. Reviewing and revising the Programme Coordination Projects and revising the evaluation approach;
- e. Strengthening the social development aspects of the Programme Coordination Projects.

Management Response: Partially accepted.

In response, the Management has developed 'Impact Framework' that connects the overall vision with three strategic objectives. The Medium-Term Strategy 2026-2029 and Programme of Work and Budget 2026-2027 will have a new set of impacts, outcomes and indicators – each of these will be led by one of seven subprogramme for accountability purposes. Subprogrammes and/or Outcomes

Theories of Change will be developed to ensure the agreed strategic focus runs through all UNEP portfolios in 2026-2029. Recommendations d) and e) are rejected because Programme Coordination Projects will be phased-out at the end of the current Medium-Term Strategy in December 2025.

C. The third group of five recommendations focus on Project Design, Implementation and Exit. Management response is requested to:

- a. Strengthen co-creation processes, providing guidelines across the planning and project cycle;
- b. Enhance the strategic purpose of the Concept Approval Group;
- c. Clearly state the results' link from all funded work to the Project Review Committee approved projects that are visible in the Programme of Work;
- d. Develop a set of criteria as part of a mechanism for phasing out work if/when it is not the most strategically relevant work, or no longer a priority;
- e. Enhance the quality of project and programme implementation.

Management Response: Accepted.

In response, UNEP is currently integrating the findings of the evaluation into identified business improvement processes to enhance accountability, strategic responsiveness, coherence, effectiveness and efficiency of UNEP's quality assurance mechanisms for design, implementation, performance and result delivery of its project portfolio. Relevant policies, procedures and manuals will be updated to strengthen co-creation culture, region/country portfolio management and identify criteria to phase-out projects to ensure adaptive and results-based programming at all levels.

D. The fourth group of four recommendations focus on fund allocation and knowledge management:

- a. Prioritise the transparent allocation and timely and predictable disbursement of core resources;
- b. Ensure that allocation of thematic funds is transparent and associated results can be reported to support sustainable replenishment;

- c. Develop an institutional knowledge management strategy.

Management Response: Accepted.

In response, Management circulated an internal memo on core budget allocation in a timely manner on 19th Dec 2024. The Evaluation Office is due to commence the evaluation of the Planetary Funds mechanism in the last quarter of 2025, funds allowing. UNEP will develop a Knowledge Management Strategy which focuses on the capture, classification, storage, management and dissemination of knowledge focussing on internal and external accessibility and with link to the new Monitoring, Learning and Reporting Policy which will be shared with CPR.