CPR Orientation

A briefing for the Committee of Permanent Representatives on the work of the Policy and Programme Division

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UNITED NATIONS ENVIRONMENT PROGRAMME

POLICY AND PROGRAMME DIVISION

Servant leadership for UNEP, with excellence.



DIVISION OVERVIEW

Divisional structure

01 Office of the Director

02 Data Analysis and Country Engagement section

03 Strategic Planning, Reporting and Impact section

04 Global Funds section (Green Climate Fund & Global Environment Fund)

05 Quality Assurance section



PPD workshop 2026

Office of the Director

Led by Dr. Jyotsna Puri (Director) and Ebrahim Gora (Deputy Director) this office provides leadership, coordination and oversight across PPD's mandate

01 Strategic leadership and direction for the Division

02 Programmatic leadership for the organization

03 Innovation in policy design and integrated programming

04 Cross-divisional and regional coordination in corporate processes

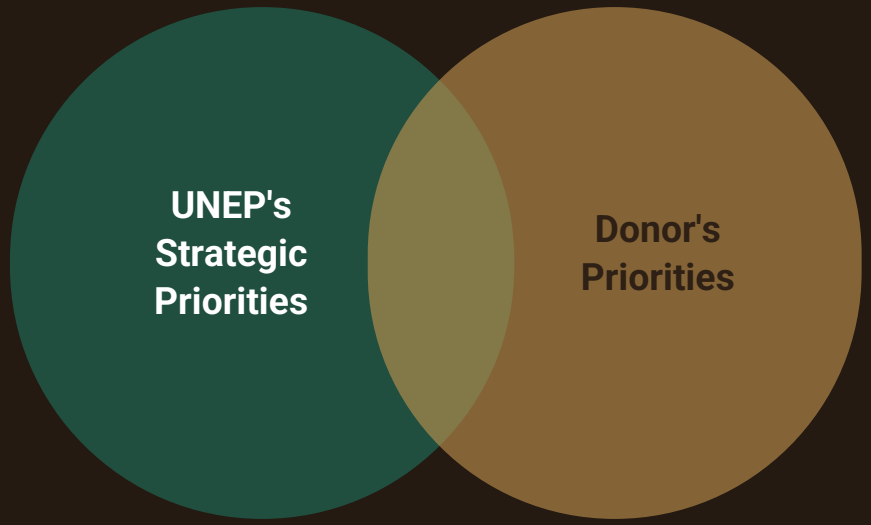
05 Resource mobilization

06 Co-creation of integrated policy packages

07 Engagement on UN wide initiatives and corporate priorities
(2026 MOPAN Assessment, UN80 Implementation of work package 27)

Strategic Planning, Reporting and Impact Measurement

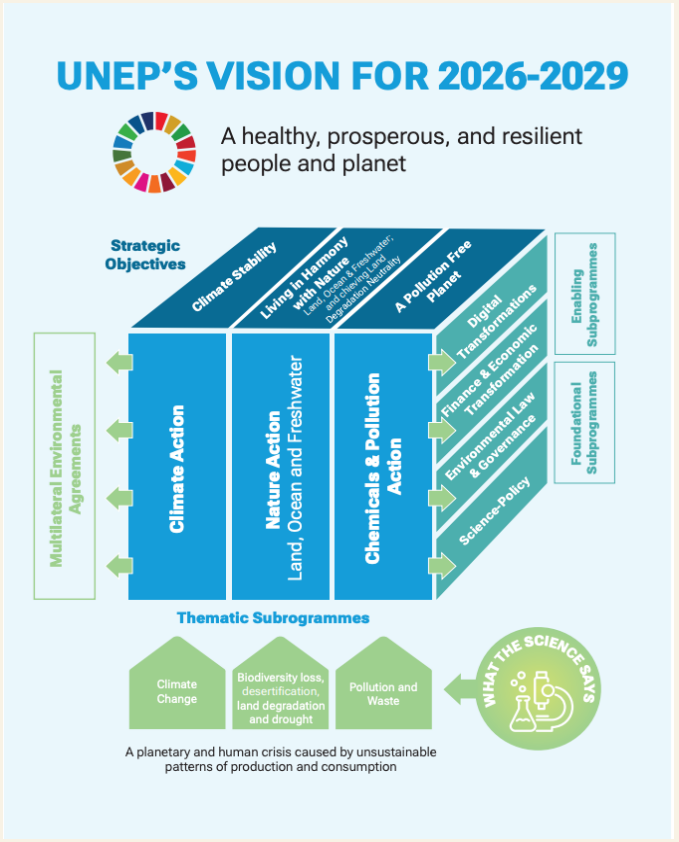
Aligning UNEP’s strategic priorities with donor priorities to direct resources where they deliver the greatest impact

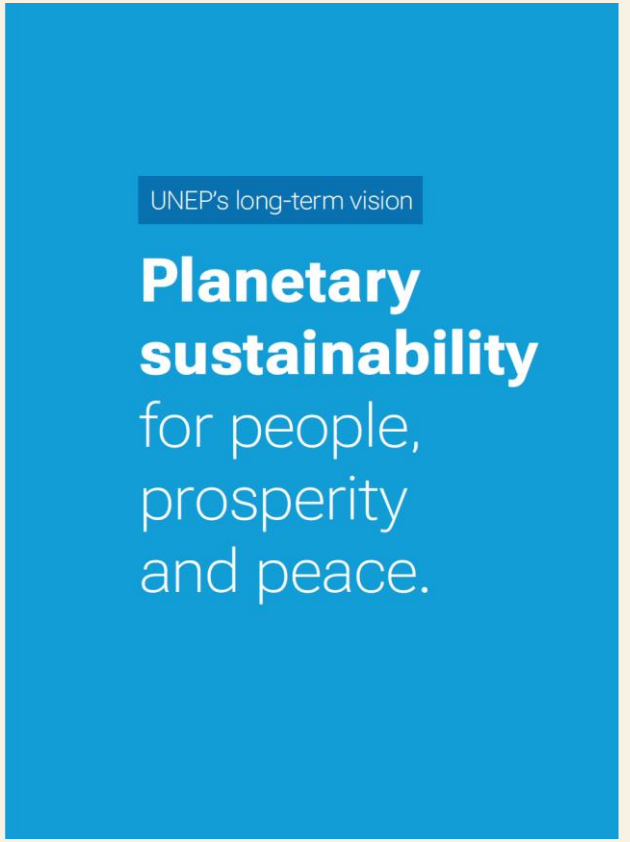


Environment and Extra-budgetary Funds — Sida, China, UNPDF, UNDA, Planetary Funds, etc.

Medium Term Strategy & Programme of Work







ONE IMPACT FRAMEWORK

For healthy, prosperous, and resilient people and planet







Vision	**Climate Stability**	**Living in Harmony with Nature:** Land, Ocean and Freshwater; and Achieving Land Degradation Neutrality	**A Pollution-Free Planet**
Strategic Objectives	Objective 1 To reduce emissions and enhance adaptation and resilience	Objective 2 To halt and reverse biodiversity loss to address desertification, land degradation and drought; and conserve and restore terrestrial, marine and freshwater ecosystems	Objective 3 To reduce pollution and enhance environmental quality and health for people and planet
2029 Impact	Impact 1 Reduced GHG emissions Impact 2 Enhanced resilience and adaptation to the impacts of climate change	Impact 3 Enhanced stability of land and water ecosystems	Impact 4 Reduced exposures to harmful chemicals and pollution

End of strategy Period Reporting

Outcomes	
Outcome 1	Increased use of environmental science and digital solutions, including AI in decision-making
Outcome 2	Strengthened governance to meet international environmental commitments, promote environmental law and support implementation of national obligations to MEAs
Outcome 3	Sustainable management and restoration of natural and productive ecosystems and enhanced pollution prevention and control, including in areas affected by disasters and conflict
Outcome 4	Increased adoption of sustainable consumption and production and circular economy approaches in sectors
Outcome 5	Increased adoption and implementation of integrated solutions for sustainability
Outcome 6	Finance leveraged – re-directed for long-term sustainability
Outcome 7	UNEP is strengthened to advocate for the global environment and fit for purpose to deliver and influence

12-monthly PPR on Outcome indicators, reported by SP

One Impact Framework – implementing the initiative

I. DESIGN

1. **Portfolio review**
   Internal consultations, resource mobilization
2. **Sample selection**
   Project sampling, representativeness checks

II. MEASUREMENT

3. **Data collection**
   Data collection, research design and implementation
4. **Project-level analysis**
   Impact estimates and insights

III. SYNTHESIS & LEARNING

5. **Meta-analysis**
   Aggregate impacts across projects and subprogrammes
6. **Projection**
   Extrapolate to full portfolio using sampling weights
7. **Reporting and learning**
   Briefs, dashboards, lessons for UNEP & governing bodies

A two-phase approach to impact measurement

UNEP reports impact indicators in **2030** — one year after the current strategy period closes.

PHASE I · PILOT
Monitor, build capacity & demonstrate

PHASE II · SCALE
Portfolio-wide measurement

2030
Impact reported

Impact monitoring

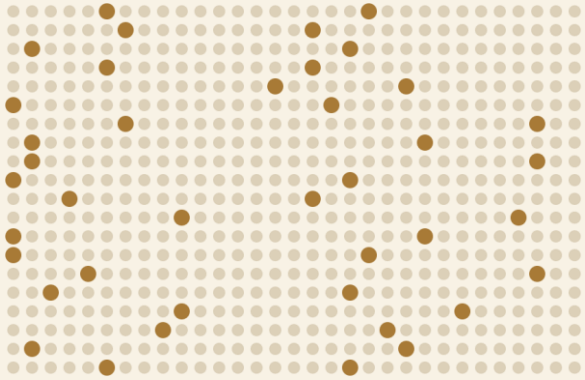
All projects · 5 indicators

Reported during the IPMR cycle from 2026 using metadata sheets — aggregated to reveal patterns and co-benefits.

Impact measurement

Spotlight programmes & countries

Demonstrate rigorous methods that evidence impact, additionality and value for money.



40

of 620 projects (representative portfolio)

Each dot = one project

Sample size set by **power calculations**; inclusion and exclusion criteria mirror the portfolio's distribution — ensuring rigour and representativeness.

Phase I builds the systems & learning that Phase II scales →

Why impact measurement?

ARE WE MAKING A DIFFERENCE?

GLOBAL URGENCY: CLIMATE, NATURE, POLLUTION, RESILIENCE

CAN WE DO IT BETTER?

LEARNING AND INNOVATION: IMPROVING DELIVERY, ADAPTING TO CONTEXTS, SCALING EFFECTIVELY

ARE WE BEING ACCOUNTABLE?

RESPONDING TO MEMBER STATES'S DEMAND FOR TRANSPARENCY AND ACCOUNTABILITY

ARE WE DOING IT EFFICIENTLY?

VALUE FOR MONEY: COST-EFFECTIVENESS OF INTERVENTIONS PARAMOUNT

ARE WE KEEPING UP?

GLOBAL SHIFT IN EVIDENTIARY STANDARDS: WORLD BANK, BILATERALS, IMPACT INVESTING

Narrating impacts (e.g. UNEP Annual Report) and **Subprogramme reporting with outcome monitoring** (e.g. PPR) will continue.

II. STRATEGIC PLANNING

The breadth of our reporting – 52 reports

PPD coordinates, contributes to or leads 52 corporate reporting, coordination and policy activities across four areas of work.

12
Reports to the Secretary-General & UN bodies

- Annual Report on the Work of the Organization
- Cooperation between the UN and regional and other organizations
- Implementation of the Antigua and Barbuda Agenda for Small Island Developing States (ABAS)
- Implementation of the Third United Nations Decade for the Eradication of Poverty
- Implementation of the Quadrennial Comprehensive Policy Review
- Trends and progress in international development cooperation
- ECOSOC system-wide UN support to SDG results

7
Audits, evaluations & partnerships

- Board of Auditors
- Joint Inspection Unit review
- Multilateral Organization Performance Assessment Network (MOPAN)
- Donor & partnership reporting (Sida, China, Japan, UNDA)
- UN80 Working Groups
- Interim and Terminal Evaluations of Funded Activities
- UNEP Audited Financial Reports & GCF Annexes

22
Corporate reporting

- Quarterly Business Review (QBR)
- Executive Director's Report to the CPR
- Programme Performance Report (PPR)
- GEF & GCF portfolio reporting
- UN Disability Inclusion Strategy (UNDIS)
- UN System-wide Action plan (UN-SWAP)
- Programme, Planning and Budget (PPB)
- IPMR six monthly reporting
- UNEA Resolution progress reporting

11
Corporate processes & policies

- Monitoring, Reporting and Learning policy
- Concept Approval Group & Project Review Committee
- Programme & Project Management Manual
- MTS readiness & impact measurement
- UN Strategic Planning Network (UNSPN)
- UMOJA Strategy Management Application (SMA)
- Programme Manual
- Implementation of the Delivery Model policy

III Data Analytics and Country Engagement

Data and analytics for strategic engagement and enhanced implementation in programme countries

HOW?

01
UNEP's country footprint

02
Data to address implementation challenges

03
Data for strategic and operational decisions

Drawn from the division's own data tools

- Country footprint data, tracked project by project
- Corporate dashboards shared across the division
- Quarterly Business Reviews on delivery performance

Country dashboard — tracking the footprint

PORTFOLIO

664

Total ongoing projects

351
Single-country projects

313
Multi-country & other

REACH

156

Countries

RESOURCES

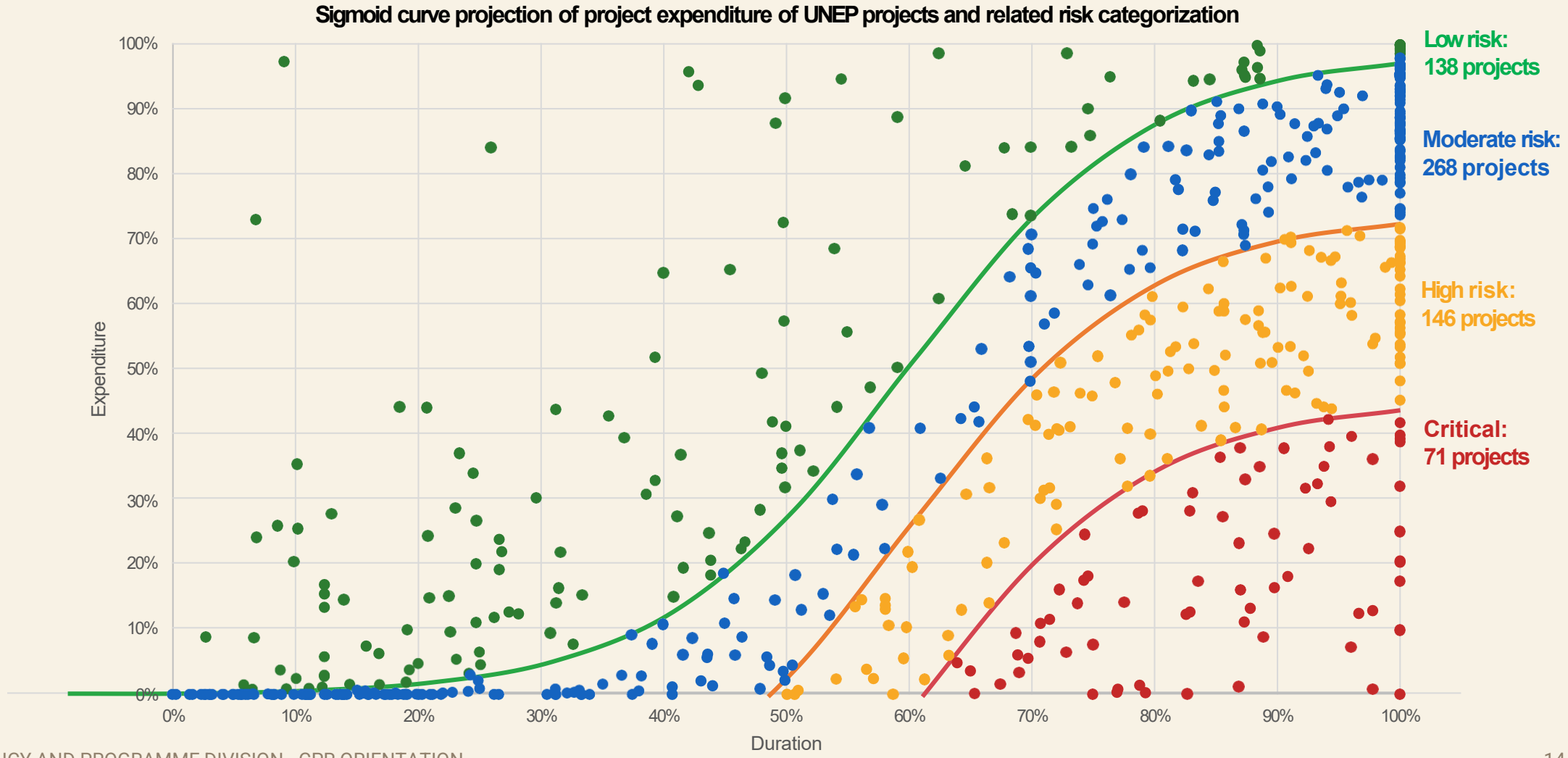
3.81bn

Consumable budget

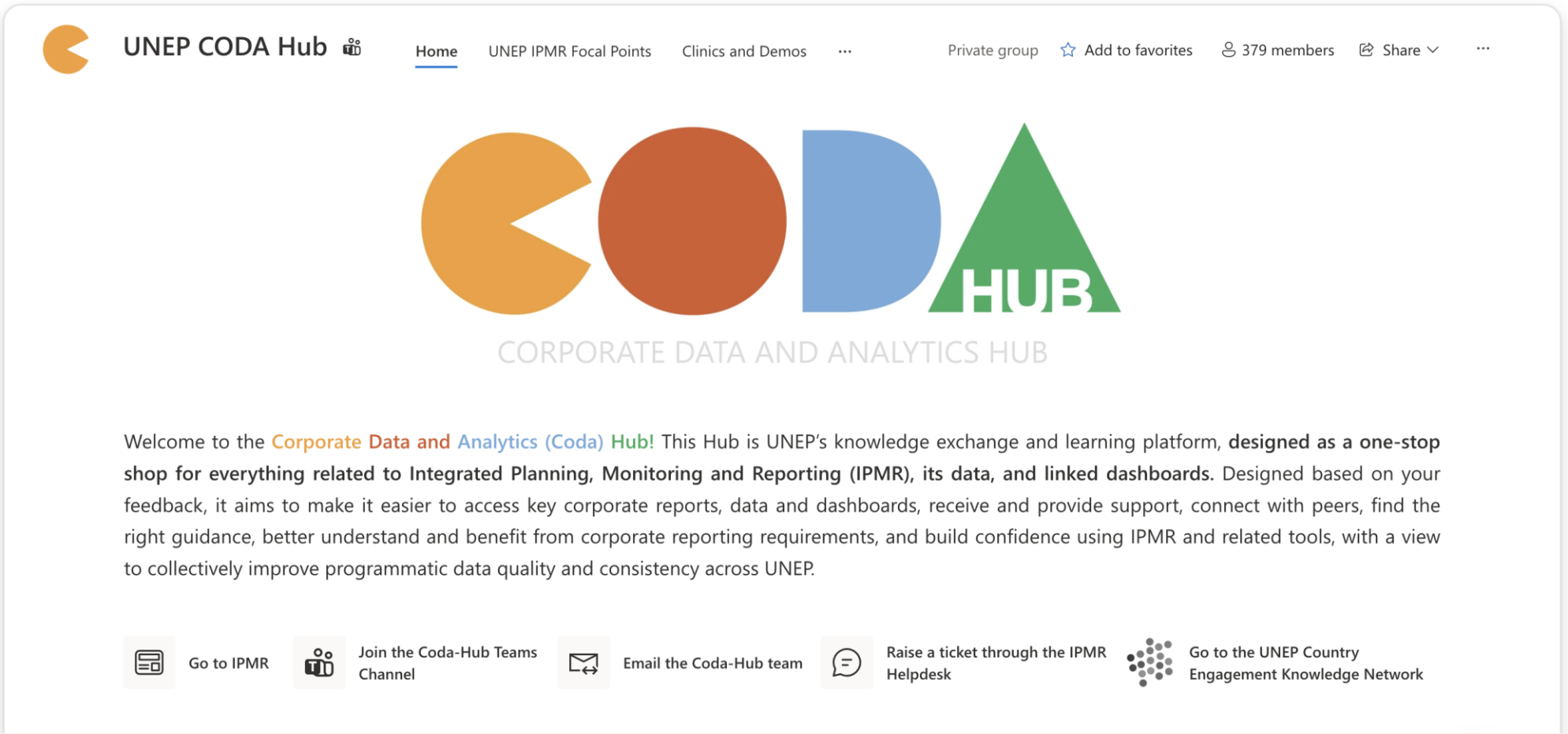


3.24bn
Consumed budget

Quarterly Business Review — addressing implementation challenges



CODA Hub – one stop data shop for UNEP staff and personnel



IV Quality Assurance

Ensuring every project meets UNEP's standards for strategic alignment, safeguards and inclusion, from design to closure

WHAT WE DO

01

Assure project quality — strategic alignment with MTS/PoW and RBM principles

02

Capacity & support for project teams

03

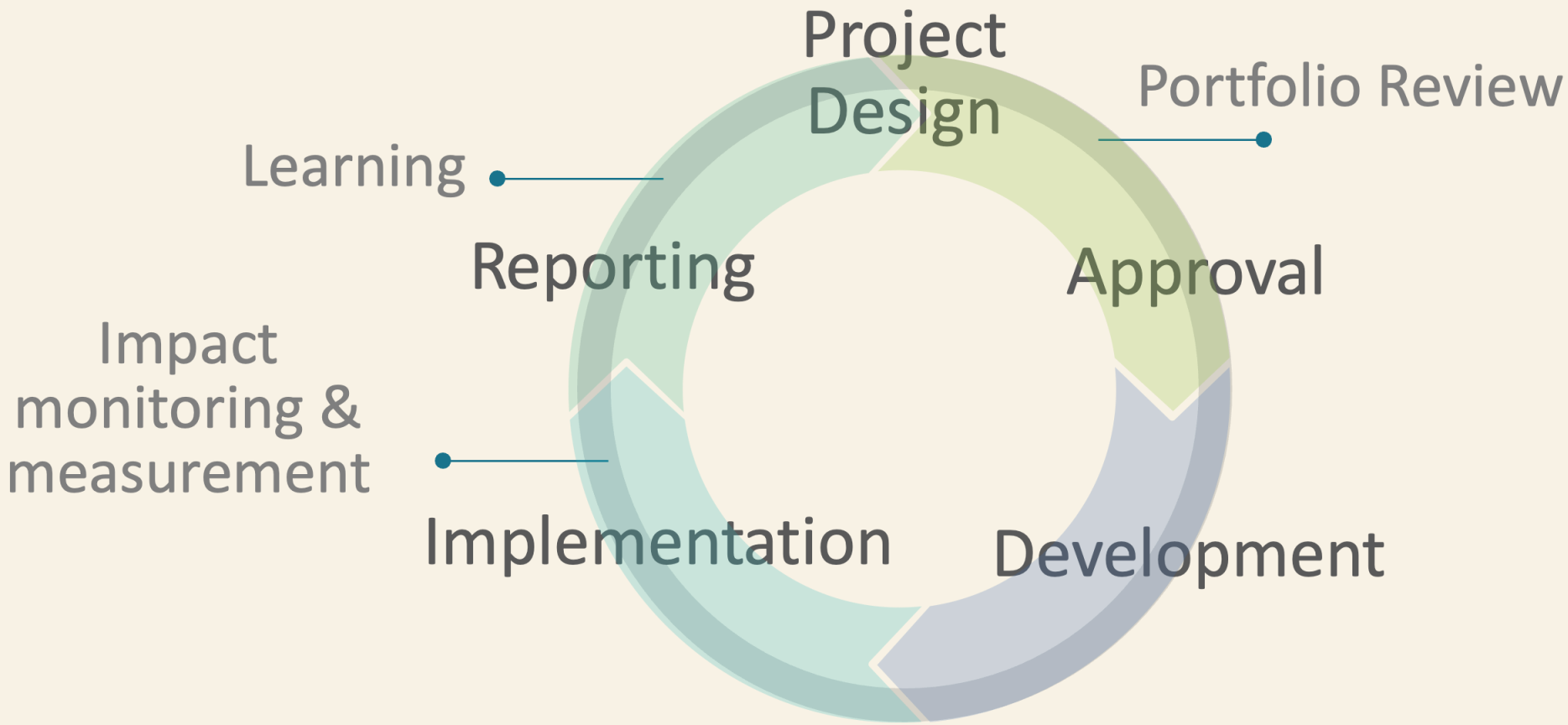
Safeguards integration to projects

04

Gender, youth and economics mainstreaming

Consistent standards, applied at every stage of the project cycle

The project management cycle



V Strategic Partnership with Global Funds

Strengthening UNEP's role as a strategic partner to the world's leading environmental and climate funds

WHAT WE DO

01
Strategic alignment: MTS and GEF-9, GCF, EC

02
Portfolio management

03
Compliance & accountability

04
Strengthen collaboration with divisions, regions and external partners

A trusted, high-performing partner to GEF and GCF

V. GLOBAL FUNDS PARTNERSHIP

Positioning UNEP for future GEF impact

Strengthening UNEP's ability to convert environmental ambition into investable programmes and measurable results.

$3.5B
Portfolio since inception

$448M
Portfolio under implementation (2024–2025)

$10.9B
Co-financing

179
Projects under implementation

STRATEGIC GROWTH

- Maintaining UNEP's leadership role as GEF and GCF partner
- Expanding integrated climate–nature–pollution programming

MTS 2026–2029 IMPLEMENTATION

- Leveraging innovative financing mechanisms
- Increasing focus on implementation and country impact
- Strengthening portfolio sustainability and scaling of successful projects

V. GLOBAL FUNDS PARTNERSHIP

UNEP–GCF portfolio

102
Projects

78
Countries

$504.29M
Total Portfolio (2016 – 2026)

$470M
Portfolio under implementation (2024 - 2025)

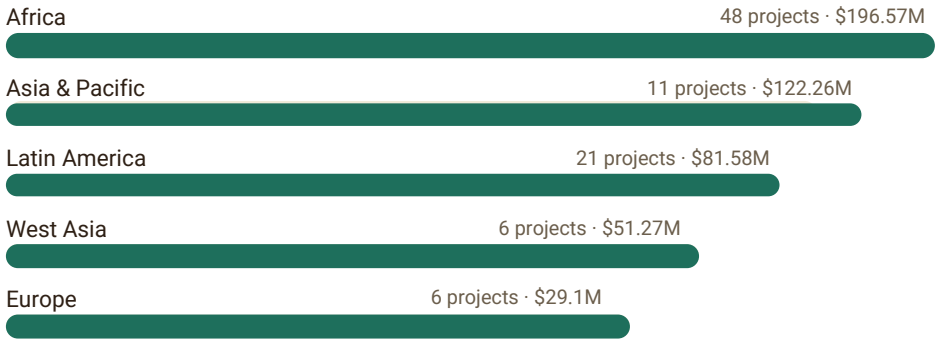
Focus area: **Climate**

Budget by project type

Project type	GCF budget	Co-finance
13 Funded Activities	$391.81M	$53.34M
89 Readiness Projects	$112.48M	—
102 Projects — Total	$504.29M	$53.34M

Leverage ratio ≈ 0.135 (13.5%) — for every $1 of secured project funds, about $0.14 in co-financing for funded activities.

Portfolio by region



STRONGER PROJECT PIPELINES

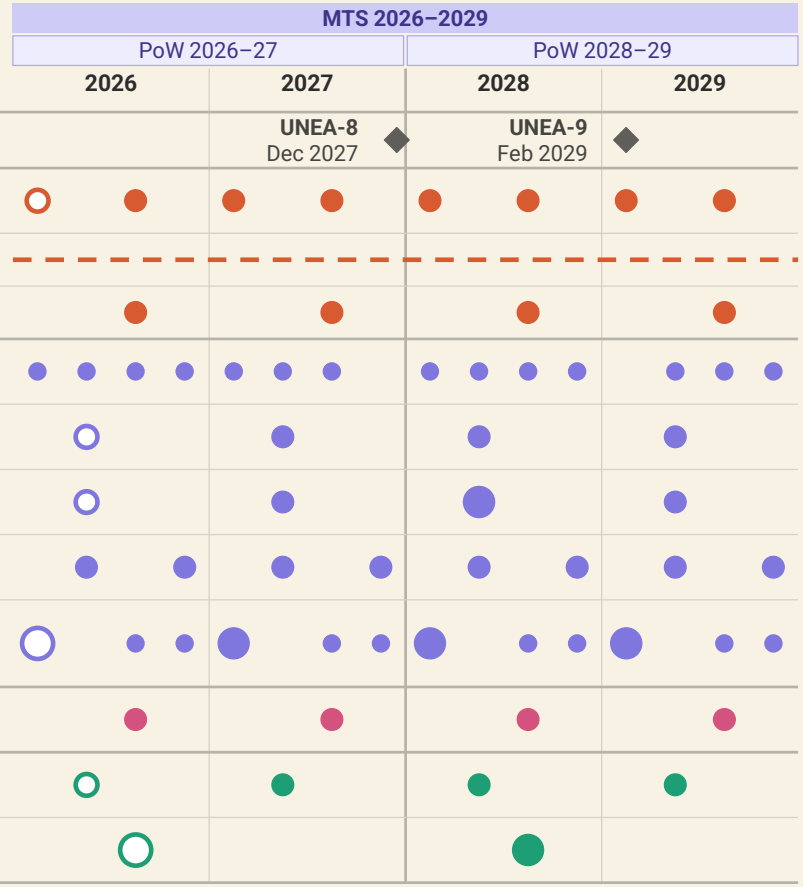
Improving quality assurance processes

Stronger country ownership and engagement

Corporate reporting across the Medium-Term Strategy 2026–2029

Reporting obligations by group: what each captures, who it serves and when it falls due

	Report	Data captured	Purpose & audience
Governance	**UNEA sessions**	Where strategy, PoW and budget are decided	
Project reporting	**Half-yearly project report (IPMR)**	Progress on project results, workplan and expenditure	**Project teams, management, donors** Oversight; feeds programme results
	Donor reporting	Project results and expenditure, per individual donor templates	**Donors** Timing set by each donor agreement
	GEF PIRs	Annual implementation results for GEF-financed projects	**Global Environment Facility (GEF)** Annual GEF accountability
Programme reporting	**Quarterly report to the CPR**	Delivery highlights, resources, follow-up to UNEA decisions	**Member States (CPR)** Updates between sessions
	UNEP Annual Report	Headline results, flagship stories, funding overview	**Public, donors, partners** Communicates impact widely
	Programme performance report	Results against indicators, by subprogramme	**Member States (CPR, UNEA)** Accountability for results
	Intersessional reporting to UNEA	Progress since the last report, issued twice yearly	**Member States, UNEP stakeholders** Keeps stakeholders informed between sessions
	Programme Plan and Budget (PPB)	Plan and resource requirements; performance assessed after H1, Q3 and the full year	**UN Member States (CPC, ACABQ, Fifth Committee)** Regular budget accountability
UN system reporting	**SDG Report & QCPR Annual Report**	Progress against the SDGs and the QCPR of UN operational activities	**ECOSOC** Annual UN system-wide accountability
Independent assurance	**Audited financial statements**	Income, expenditure, assets and liabilities of UNEP funds	**Member States, donors, auditors** Financial accountability
	Evaluation synthesis report	Ratings and lessons from independent evaluations	**Member States, management, donors** Independent learning and accountability



Governance · Project reporting · Programme reporting · UN system reporting · Independent assurance · UNEA session

Carries over from the previous cycle/year · Covers a full year or biennium · Continuous, per donor schedule

Each tick is one quarter. Timing is indicative. PPB small dots = H1/Q3 assessments; large dots = full-year assessment, filed in Q1 of the following year. Quarters before UNEA not covered by a quarterly report.

Thank you

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