



United Nations

Review of management and administration in the United Nations Environment Programme

**Supplementary paper to the Report of the Joint
Inspection Unit JIU/REP/2025/1 [Expanded report]**

Prepared by Conrod Hunte

Contents

I.	Introduction	3
II.	Overview of UNEP-administered Multilateral Environmental Agreements	6
III.	Overview of UNEP governing bodies activities	10
IV.	Overview of executive management and thematic committees	11
V.	Financial information for the 2022-2023 biennium.....	14
VI.	Overview of reporting mechanisms.....	15
VII.	Training programmes	18
VIII.	Human resources related figures and data	20
IX.	Outreach and publications	24

I. Introduction

1. The review of management and administration in the United Nations Environment Programme (UNEP) is part of a series of management and administration reviews conducted by the Joint Inspection Unit (JIU) in line with its long-term strategic framework for the period 2020–2029.¹ The review was conducted at a time following the approval and implementation of a new delivery model (Policy for One UNEP Delivery for Better Collaboration and Country Support), which represented a shift in the modus operandi of the organization. The timing of the review also coincides with the preparation of the medium-term strategy for the period 2026–2029. Lastly, the review is published ahead of the seventh session of the United Nations Environment Assembly, planned to be held in December 2025.² Two JIU outputs were produced: (a) a report, issued under the symbol “JIU/REP/2025/1”, focusing on the main findings, conclusions and recommendations and available in the six official languages of the United Nations; and (b) an expanded report, issued under the symbol “JIU/REP/2025/1 [Expanded report]” providing a broader analysis and supporting information in English only. The underlying data and further annexes are included in the present supplementary paper, which is available on the Unit’s website.

2. **Objective and scope.** The objective of the review is to provide an independent assessment of organizational arrangements and processes, regulatory frameworks and related practices concerning the management and administration of UNEP, with a view to enhancing the effectiveness and efficiency of the organization for supporting its mandate delivery and its strategic objectives listed in its medium-term strategic document. The Inspector examined the following areas: governance; organizational structure; management and administrative services; financial framework; strategic planning, partnerships and risk management; human resources management; communications and knowledge management; information and communications technology (ICT); and oversight. In accordance with the terms of reference for the review, considerations regarding organizational performance in operational areas were only included when found relevant for the study of management and administrative processes.

3. **Methodology.** In accordance with JIU internal standards and working procedures, the Inspector applied a range of qualitative and quantitative data collection methods, using various sources to ensure the consistency, validity and reliability of the findings. Information used is current as of April 2025. In line with the Unit’s collaborative approach, comments and suggestions from UNEP management were sought at various stages of the process. The Inspector appreciated the collaboration and responsiveness of UNEP management and wishes to express appreciation to UNEP managers and personnel who assisted in the preparation of the report by participating in interviews or surveys and who willingly shared their knowledge and opinions.

4. The preparation of the report included:

(a) **A desk review.** The Inspector reviewed extensive documentation pertaining to the meetings of the Committee of Permanent Representatives and the Environment Assembly, as well as reports produced by internal and external oversight bodies. Strategic documents, internal policies, administrative instructions and other related internal documents were also examined;

(b) **Questionnaires.** UNEP management provided a corporate response to a questionnaire covering the main areas of management and administration, supplemented by relevant data and documentation. In addition, two online questionnaires gathered information and opinions from the heads of field and

¹ A/74/34, annex I, and A/79/34.

² During the preparation of the review, the UN80 Initiative was launched, which may have a direct impact on the management and administration of UNEP in the short to medium term.

programme offices as well as from the secretariats of the multilateral environmental agreements (see annex II for further details);

(c) **Interviews with UNEP senior managers and resource persons.** Leveraging insights from the responses to the questionnaires, the Inspector conducted interviews with the Executive Director and her deputy, the directors of all technical divisions, and the chiefs and staff of sections or units in charge of key administrative, management and oversight functions. Regional directors were interviewed separately, as were the heads of the liaison offices in Brussels and New York. The Inspector met with the Regional Ombudsman in Nairobi and with the President of the United Nations Nairobi Staff Union and Outposted Offices, as well as with members of UNEP personnel. The Inspector received input from the directors of the three divisions of the Office of Internal Oversight Services (OIOS). Interviews were conducted between November 2024 and February 2025;

(d) **Online surveys of UNEP personnel.** In January 2025, online surveys designed and administered by JIU were distributed to all categories of personnel at all locations, including the UNEP-administered multilateral environmental agreement secretariats. As the level of participation among staff members was high, the respective survey results are statistically valid, with a margin of error of 3 per cent and a confidence level of 95 per cent. These results are referenced in various sections of the report (see annex II for further details);

(e) **Views of Member States.** The views of Member States were gathered through interviews with the Chair and members of the 2024 Bureau of the Committee of Permanent Representatives, as well as with most 2024 Chairs of the regional and other groups. JIU conducted two online surveys: one addressed to the members of the Committee of Permanent Representatives and one to the representatives of Member States at the sixth session of the Environment Assembly, in 2024. The Inspector regrets that the participation in these surveys was insufficient to inform the analysis. This appears to be a persistent challenge also faced by UNEP management in previous surveys of representatives of Member States (for example those conducted in the context of the programme performance reports for 2022 and 2023);

(f) **Views of other stakeholders.** The Inspector interviewed panels of experts from the Global Environment Facility (GEF) and the Green Climate Fund (GCF), which are the main sources of global (vertical) funds for UNEP.

5. **Finalization of the report.** In accordance with article 11 (2) of the statute of the Joint Inspection Unit and for quality assurance purposes, the draft report was subjected to an internal peer review to obtain comments from JIU Inspectors and to test the recommendations against the collective wisdom of the Unit. The revised report was circulated to UNEP management to correct any factual errors and provide comments on the findings, conclusions and recommendations. All types of contributions were processed with due respect for the confidentiality standards applied by JIU. The report was finalized taking into consideration all the comments received, although the final responsibility for the review rests solely with the author.

6. **Recommendations.** The report is directed to UNEP executive management as well as the members of the United Nations Environment Assembly and the Committee of Permanent Representatives. The review contains eight formal recommendations, of which three are addressed to the governing bodies and five to the Executive Director. These recommendations are complemented by 27 informal recommendations providing additional suggestions for reinforcing the management framework and related practices at UNEP. The eight formal recommendations are listed below:

Recommendation 1

The United Nations Environment Assembly should, at its eighth session at the latest, clarify the mandate and role of the Committee of Permanent Representatives as its intersessional body and examine the frequency of its formal meetings, as appropriate.

Recommendation 2

The Executive Director should conclude, by the end of 2025, the review of the UNEP delegation of authority policy and framework and update it, as appropriate, in the context of the implementation of the Policy for One UNEP Delivery for Better Collaboration and Country Support.

Recommendation 3

The Executive Director should issue, by the end of 2025, a corporate guidance document to support the consistent implementation of the Policy for One UNEP Delivery for Better Collaboration and Country Support across the organization.

Recommendation 4

The Committee of Permanent Representatives should request the Executive Director to present in 2026 a monitoring framework for the Policy for One UNEP Delivery for Better Collaboration and Country Support that would enable the assessment of progress against expected results.

Recommendation 5

The Executive Director should review and update, as appropriate, the current resource mobilization strategy and present it to the Committee of Permanent Representatives in 2026.

Recommendation 6

The Executive Director should designate, by the end of 2025, a Chief Risk Officer to accelerate and coordinate measures aimed at strengthening the mechanisms, tools, systems and procedures for enterprise risk management and ensure their effective implementation at all levels of the organization, including the functioning of the Enterprise Risk Management Committee.

Recommendation 7

The Executive Director should approve, by the end of 2026, a comprehensive strategy to support an organization-wide approach to knowledge management and knowledge-sharing.

Recommendation 8

The Committee of Permanent Representatives should request the Evaluation Office to consider the inclusion of a higher number of strategic or corporate evaluations in its annual work programme and to report back on their findings and conclusions.

II. Overview of UNEP-administered Multilateral Environmental Agreements

(a) Global Multilateral Environmental Agreements

Multilateral Environmental Agreement (headquarters location)	Memorandum of understanding with UNEP (date)	Strategic planning cycle (current document)	Executive management
	Services listed in the reference document ³	Budget cycle	
Convention on Biological Diversity (Montreal, Canada)	Yes (2010)	Multi-year (Kunming-Montreal Global Biodiversity Framework for 2022-2030)	Executive-Secretary
	MoU provides for some financial arrangements and accounting services, human resources services related to the Executive Secretary, conference and other services.	Biennial	
Basel Rotterdam and Stockholm Conventions (Geneva, Switzerland)	Yes (2019)	Biennial (Programme of work and budget 2024-2025)	Executive-Secretary
	Policy support, human resources, budget and finance, legal, support services and ICT	Biennial	
Convention on International Trade in Endangered Species (Geneva, Switzerland)	Yes (2011)	Multi-year (CITES Strategic Vision: 2021–2030)	Secretary-General
	Human resources, budget and finance, legal, supply chain management, oversight	Triennial	
Convention on Migratory Species (Bonn, Germany)	UNEP was designated as the secretariat through Article IX (2) of the Convention	Multi-year (Samarkand Strategic Plan for migratory species 2024 – 2032)	Executive-Secretary
	--	Triennial	
Vienna Convention for the Protection of the Ozone Layer and Montreal Protocol on Substances that Deplete the Ozone layer	UNEP was designated as the secretariat through Decision VCI/8 of the Conference of the Parties	N/A, functioning based on decisions issued by the governing bodies	Executive-Secretary
	--	Triennial (Vienna Convention) Annual (Montreal Protocol)	

³ The services provided by UNEP secretariat are detailed in the 2018 UNEP Corporate Services Division Memorandum on Provision of secretariat services to Multilateral Environmental Agreements and other entities which applies to all Multilateral Environmental Agreements. Services available per the 2018 Memorandum include policy, guidelines and procedures, human resources, budget and finance, legal, support services, ICT.

Multilateral Environmental Agreement (headquarters location)	Memorandum of understanding with UNEP (date)	Strategic planning cycle (current document)	Executive management
	Services listed in the reference document ³	Budget cycle	
(Nairobi, Kenya)			
Minamata Convention on Mercury (Geneva, Switzerland)	UNEP was designated as the secretariat through Article 24 (3) of the Convention	Biennial (Programme of work and budget 2024-2025)	Executive-Secretary
	--	Biennial	

Source: Prepared by JIU on the basis of information provided by UNEP (2025).

(a) **Regional Seas Multilateral Environmental Agreements and Action Plans**

Multilateral Environmental Agreement (headquarters location)	Memorandum of understanding with UNEP	Strategic planning cycle (current document)	Management
	Services listed in the reference document ⁴	Budget cycle	
Convention for Cooperation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Region (Abidjan Convention) (Abidjan, Côte d'Ivoire)	UNEP was designated as the secretariat through Article 16.1 of the Convention.	Triennial	Coordinator
	--	Triennial (proposed 2025-2027)	
Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean (Barcelona Convention) (Athens, Greece)	UNEP was designated as the secretariat through Article 17.1 of the Convention.	Biennial (Programme of work and budget 2024-2025)	Coordinator
	--	Biennial	
Convention for the Protection and Development of the Marine Environment of the Wider	UNEP was designated as the secretariat through Article 17.1 of the Convention	Multi-year (Regional Strategy for the Protection and Development of the Wider Caribbean Region 2023-2030)	Coordinator
	--	Biennial	

⁴ The services provided by UNEP secretariat are detailed in the 2018 UNEP Corporate Services Division Memorandum on Provision of secretariat services to Multilateral Environmental Agreements and other entities which applies to all Multilateral Environmental Agreements. Services available per the 2018 Memorandum include policy, guidelines and procedures, human resources, budget and finance, legal, support services, ICT.

Multilateral Environmental Agreement (headquarters location)	Memorandum of understanding with UNEP	Strategic planning cycle (current document)	Management
	Services listed in the reference document⁴	Budget cycle	
Caribbean Region (Cartagena Convention) (Kingston, Jamaica)			
Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean (Nairobi Convention) (Nairobi, Kenya)	UNEP was designated as the secretariat through Article 17.1 of the Convention	Multi-year (Programme of Work for the period 2025–2028)	Senior Coordination Officer
	--	4 year (2025-2028)	
Coordinating Body on the Seas of East Asia (COBSEA) (Bangkok, Thailand)	At the request of participating governments, UN Environment Programme established the Regional Coordinating Unit for the East Asian Seas Action Plan in 1993, functioning as the Secretariat for COBSEA	5-year Strategic cycle (2023-2027)	Coordinator
	--	Biennial	
Northwest Pacific Action Plan (NOWPAP) (Toyama City, Japan)	The Fourth IGM held in Beijing decided to establish a NOWPAP Regional Coordinating Unit (RCU). At the request of NOWPAP Member States, RCU was established by UNEP	Biennial (Programme of work and budget 2020-2021)	Coordinator
	--	Biennial	
Convention for the Protection of the Marine Environment of the Caspian Sea (Tehran Convention) (Geneva, Switzerland)	UNEP was designated as the secretariat through a decision of the 5 th Conference of the Parties to the Convention	Biennial (Programme of work and budget 2020-2021)	Coordinator
	--	Biennial	

Source: Prepared by JIU on the basis of information provided by UNEP (2025).

(b) Other regional Multilateral Environmental Agreements

	Memorandum of understanding with UNEP	Strategic planning cycle	Management
	Services listed in the reference document ⁵	Budget cycle	
Bamako Convention on the Ban of the Import into Africa and the Control of Trans-boundary Movement and Management of Hazardous Wastes within Africa (Nairobi, Kenya)	UNEP was designated as the secretariat through a decision of the 1 st Conference of the Parties to the Convention	Biennial (Programme of work and budget 2020-2021)	Programme Management Officer
	--	Biennial	
Framework Convention on the Protection and Sustainable Development of the Carpathians (Vienna, Austria)	UNEP was designated as the interim secretariat through a decision of the 1 st , 3 rd , 4 th , 5 th , 6 th , 7 th Conference of the Parties to the Convention. <i>(N.B. Negotiations between Member States on arrangements regarding the Permanent Secretariat are still ongoing)</i>	Triennial (Programme of work and budget 2024-2026)	Head of the Convention
	--	Triennial	

Source: Prepared by JIU on the basis of information provided by UNEP (2025).

⁵ The services provided by UNEP secretariat are detailed in the 2018 UNEP Corporate Services Division Memorandum on Provision of secretariat services to Multilateral Environmental Agreements and other entities which applies to all Multilateral Environmental Agreements. Services available per the 2018 Memorandum include policy, guidelines and procedures, human resources, budget and finance, legal, support services, ICT.

III. Overview of UNEP governing bodies activities

(a) Overview of the meetings of UNEP governing bodies (2022-2024)

	2022	2023	2024	2024 estimated costs*
United Nations Environment Assembly	1	-	1	\$1,177,376 travel costs ⁶
Committee of Permanent Representatives (formal)	4	5	5	\$14,305 meeting costs
Bureau of the Committee of Permanent Representatives	11	7	12	\$2,385 hospitality costs
Subcommittees of the Committee of Permanent Representatives	19	10	21	Not available
Annual Subcommittee of the Committee of Permanent Representatives	1	1	1	\$24,184 meeting costs \$119,870 travel costs
Open-ended Committee of Permanent Representatives	1		1	\$91,671 meeting costs
Joint Bureau of the Committee of Permanent Representatives and the United Nations Environment Assembly	5	4	3	\$663 hospitality costs
Bureau of the United Nations Environment Assembly	3	1	4	Not available
Total	45	28	48	

Source: Prepared by JIU on the basis of information available on the website of the meetings of UNEP governing bodies and information provided by UNEP (2025).

* Costs of interpreters and documentation is covered by regular budget allocation to UNON and is not included in the table

(b) Overview of substantive items included in the agenda of the subcommittees of the Committee of Permanent Representatives (2022-2024)

Year	Number of meetings of the subcommittee during the year	Average number of substantive items ⁷ included in the agenda of the meetings
2022	19	2
2023	10	4
2024	21	2

Source: Prepared by JIU on the basis of information available on the website of the meetings of UNEP governing bodies (2025)

⁶ The travel support figures include the received funding to attend the 6th Open-ended Committee of Permanent Representatives meeting and the 6th Environment Assembly session which were held back-to-back

⁷ These exclude the points related to the adoption of the agenda, other matters and closing of the meeting.

IV. Overview of executive management and thematic committees

Name of Committee (date of its terms of reference)	Membership	Main responsibilities	Frequency of meeting	Role
			Provisions for minutes included in the terms of reference	
			Minutes on UNEP intranet	
Senior Management Team (revised February 2025)	Executive Director (chair), Deputy Executive Director, Head of the New York Office, Chief of Staff, Chief Scientist, Chief Digital Officer, Directors of Divisions and Regional Offices as well as the Executive Secretary of the Plastic Pollution Intergovernmental Negotiating Committee Secretariat. Observer: Director of Evaluation Office. <i>Some meetings are extended, among others, to the Heads of UNEP-administered global Multilateral Environmental Agreements secretariats.</i>	Supports the Executive Director in fulfilling his/her responsibilities for the strategic and operational leadership of UNEP	Weekly	Considers recommendations and actions points and takes decisions
			Yes	
			Yes	
Budget Steering Committee (revised June 2024)	Deputy Executive Director (chair), Director of Corporate Services Division, Director of Policy and Programme Division, Chief of Staff. <i>Other relevant resource persons invited.</i>	Provides advice and recommendations to the Executive Director on the resource projection, allocation and monitoring of utilization of core and softly earmarked resources	At least annually (convened by the Chair)	Suggest recommendations to the Executive Director
			Yes	
			No	
Enterprise Risk Management Committee (revised 2021)	Deputy Executive Director (chair), Chief of Staff, Director of Corporate Services Division, Director of Communications Division, representatives of Multilateral Environmental Agreements secretariats	Provides guidance and direction regarding the implementation of enterprise risk management in the department or office, reviews the local risk profiles and the adequacy of risk response strategies	In principle at least quarterly, but has been convened only once	Advisory to the Executive Director and Senior Management Team
			Yes	
			No	
Concept Approval Group (revised 2022)	Deputy Executive Director (chair) and all other members of the Senior Management Team	Designed to improve strategic value, intent and alignment of project concepts to the medium-term	Monthly	Takes decisions
			No	

<i>Name of Committee</i> <i>(date of its terms of reference)</i>	<i>Membership</i>	<i>Main responsibilities</i>	<i>Frequency of meeting</i>	<i>Role</i>
			<i>Provisions for minutes included in the terms of reference</i>	
			<i>Minutes on UNEP intranet</i>	
		strategies and programmes of work and budget	Yes	
Project Review Committee (revised 2023)	Tier 1: Standard need projects Designate of the Policy and Programme Division Director (chair), Project Review Committee secretariat representatives, Global and Regional Sub-Programme Coordinators, and technical specialists not involved in project design	Ensures that the quality of the project design meets the UNEP standards and enhance the quality of project implementation; and brings to the attention of senior management, projects with inherent risk that require closer scrutiny and support through increased management oversight.	Varies, depending on requests	Takes decisions in certain cases and otherwise issues recommendations to the Executive Director
	Tier 2: Moderate need projects Policy and Programme Division Director (chair), all deputy directors and the relevant head of units representing GEF/GCF/IKI/EC/Adaptation Fund		No	
	Tier 3: High need projects Deputy Executive Director (chair), all Division's Directors and Regional Directors		No, but the discussions are summarized in committee reports stored in Umoja IPMR	
Publications Board (terms of reference included in the Publication Policy, 2022)	Executive Director (chair), all other members of the Senior Management Team	Provides strategic guidance on planned publications, including key moments and topics, sets the institutional topics for Spotlight and Series publications, and decides on release calendar	Biannual	Considers recommendations and takes decisions
			No	
			Yes	
Publications Committee (terms of reference included in the Publication Policy, 2022)	Chief Scientist (chair), Director of the Communication Division, Director of the Policy and Programme Division, Sub-programme Coordinators, Gender Advisor and Managing Publisher Observers: Publications Focal Points, and Gender Focal Points for Publications.	Reviews the publication concepts before a consolidated draft annual publications plan is sent to the Senior Management Team for final approval.	Monthly	Advisory to the Publications Board (Senior Management Team)
			No	
			Yes	

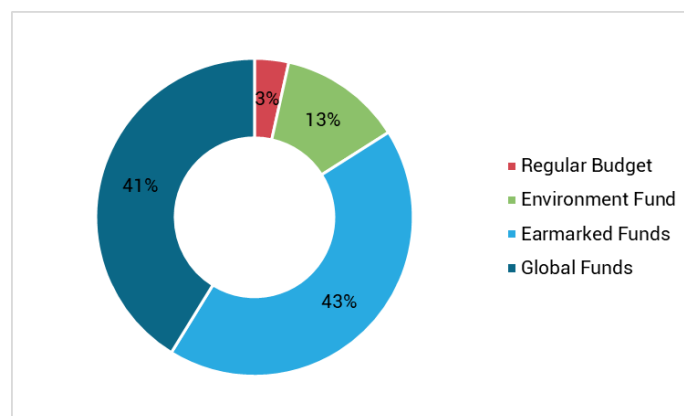
<i>Name of Committee</i> <i>(date of its terms of reference)</i>	<i>Membership</i>	<i>Main responsibilities</i>	<i>Frequency of meeting</i>	<i>Role</i>
			<i>Provisions for minutes included in the terms of reference</i>	
			<i>Minutes on UNEP intranet</i>	
Partnership Committee (revised in 2024)	Director of Corporate Services Division (chair), five voting members (including the Chair) serving in their individual expert capacity and four non-permanent members (three-years terms, renewable once) Observers: observers can be invited by the Chair and serve exclusively as advisors to the voting members (may include Regional Office(s), Multilateral Environmental Agreements Secretariat representation, technical experts)	Provide a forum for joint deliberation among UNEP managers on partnership risks and opportunities that require special caution and considers and recommends endorsement or rejection of partnerships to Deputy Directors and Designated Senior Officers of Multilateral Environmental Agreements.	Ad-hoc basis, as needed	Advisory to the Senior Management Team and to the Deputy Directors and Deputy Heads with delegated authority to approve partnerships.
			Yes	
			No	
ICT Solutions Group (2023)	Chief of Enterprise Solutions Section (chair), ICT focal points from UNEP Divisions, regional Offices and Multilateral Environmental Agreements secretariats.	Supporting the mandate of the ISG in the strategy, planning, and operation of a harmonized ICT governance mechanism throughout the organization. It is responsible for identifying and prioritizing organizational-wide ICT implementation and presenting cost-efficient ICT recommendations to support data and digital governance, alongside other data and digital governance subsidiary groups under the SMT.	At least twice a year	Issues recommendations to the Executive Director, potentially takes decisions in certain cases
			Yes	
			No	
Data Governance Group (2025)	Chief Digital Officer (chair), Global Sub-programme Coordinator for Digital Transformations, designed focal points from divisions and regional offices	Provide guidance on strategies, policies and procedures that UNEP will put in place to manage its data and digital operations effectively.	Quarterly	Takes decisions in certain cases and otherwise issues recommendations to the Executive Director
			Unclear	
			N/A, no meeting has taken place yet at the time of this review	

Source: Prepared by JIU (2025).

V. Financial information for the 2022-2023 biennium

(a) Overview of UNEP resources by main income sources for the biennium 2022-2023

(percentage)



Source: UNEP (2024).

(b) Overview of budget, expenditure incurred, and achieved indicators by sub-programme for the 2022-2023 biennium

(thousands of dollars)

Subprogramme	Type	2022		2023		Indicator performance during 2022-2023
		Budget	Expenditure	Budget	Expenditure	
Climate Action	Thematic	115 031	236 245	114 826	154 335	4 out of 4
Nature Action	Thematic	103 664	132 269	103 570	184 391	4 out of 5 1 at 99% of target
Chemicals and Pollution Action	Thematic	63 330	109 771	63 165	106 156	3 out of 4 1 at 92% of target
Environmental Governance	Foundational	32 147	35 669	31 788	37 299	4 out of 4
Science-Policy	Foundational	25 081	31 396	24 994	24 626	4 out of 4
Digital transformations	Enabling	22 882	6 979	22 511	8 779	3 out of 3
Finance and Economic Transformations	Enabling	41 569	50 722	41 441	51 440	3 out of 3

Source: Prepared by JIU based on information in the annual Programme Budget (section 14) between 2022-2025 and Annex I of UNEP Programme Performance Report 2022-2023 (2025).

VI. Overview of reporting mechanisms

Internal scope					
Title	Type	Prepared by	Audience(s)	Frequency	Areas covered
Report of the Executive Director	Corporate level	Governance Affairs Office with contributions from all relevant divisions and offices	Environment Assembly	Biennial	Programme of work implementation and associated challenges and opportunities
Report(s) of the Executive Director on resolutions	Corporate level	Relevant divisions and offices	Environment Assembly	Biennial	Progress in implementing resolutions (one report for each resolution)
Annual Report	Corporate level	Policy and Programme Division with contributions from all relevant divisions and offices	Committee of Permanent Representatives General public	Yearly	Programme of work implementation
Planetary Funds Report	Corporate level	Corporate Services Division with contributions from all relevant divisions and offices	Committee of Permanent Representatives General public	Biennial	Use of resources attracted by the planetary funds during the reporting period.
Quarterly Report of the Executive Director	Corporate level	Policy and Programme Division with contributions from all relevant divisions and offices	Committee of Permanent Representatives	Every quarter	Significant developments at global and regional levels in the environmental sector Programme of work implementation Resources and management issues
Programme Performance Report	Corporate level	Policy and Programme Division with contributions from all relevant divisions and offices	Annual Subcommittee of the Committee of Permanent Representatives	Yearly or biennial	Programme of work implementation Resources and management issues Oversight and other issues
Evaluation Synthesis Report	Corporate level	Evaluation Office	Committee of Permanent Representatives Senior Management Team	Biennial	Recommendations and lessons learned from evaluations performed in the two preceding years
Monitoring and reporting portal	Corporate level	Relevant divisions and offices	Committee of Permanent Representatives General public	Ad-hoc	Progress in implementing the resolutions and decisions issued by the Environment Assembly

Internal scope					
Title	Type	Prepared by	Audience(s)	Frequency	Areas covered
Quarterly Business Review Report	Corporate level	Policy and Programme Division, with contributions from all relevant divisions and offices	Senior Management Team	Every quarter	13 predefined key performance indicators assigned to various areas (project implementation, human resources, funds utilization, donor and implementing partner management, and evaluation, audit and air travel compliance)
Activity reports	Administrative	All divisions and offices	Executive Director Deputy Executive Director Heads of divisions/offices	Monthly	Individual detailed reports for each area covered by the Quarterly Business Review Report
Indicator performance reports	Administrative	Direct Responsible Individuals, quality check and validation by the Policy and Programme Division	Executive Director Deputy Executive Director Heads of divisions/offices	Yearly	Documentary evidence on the values reported for indicators included in the programme of work and budget
Report on Conduct and Discipline	Administrative	Corporate Services Division	Executive Director Deputy Executive Director Heads of divisions/offices	Yearly	Description of processes for addressing unsatisfactory conduct, statistics of cases and prevention measures taken
Report on Fraud and Corruption	Administrative	Corporate Services Division	Executive Director Deputy Executive Director Heads of divisions/offices	Yearly	Actions of raising awareness, statistics on cases
Project reporting	Project level	Project/Programme managers	Donors and/or funding mechanisms Heads of divisions/offices	Ad-hoc	Progress reporting on projects in Umoja Integrated Planning, Management and Reporting Solution

Source: Prepared by JIU (2025).

External scope					
Title	Type	Prepared by	Audience(s)	Frequency	Areas covered
Report	Corporate level	Corporate Services Division with contributions from all relevant divisions and offices	Business Transformation and Accountability Division of the United Nations Secretariat	Yearly	16 key performance indicators covering the areas of: human resources, budget and finance, property management, procurement
Report of the Executive Director of UNEP on administrative and financial matters	Corporate level	Corporate Services Division with contributions from all relevant divisions and offices	Governing bodies of the Multilateral Environmental Agreements secretariats	Yearly	Update on the administrative and financial management support provided by UNEP to Multilateral Environmental Agreements secretariats
UNEP Institutional Assessment	Corporate level	Policy and Programme Division, with contributions from all relevant divisions and offices	Green Climate Fund	Every five years	Fiduciary principles and standards, environmental and social safeguards, gender policy
UNEP Self-assessment	Corporate level	Policy and Programme Division, with contributions from all relevant divisions and offices	Global Environment Facility	Every four years	Fiduciary principles and standards
Project report	Project level	Project/Programme managers	Green Climate Fund	Yearly	Progress reporting on all project activities funded by the Green Climate Funds during the reporting period
Project report	Project level	Project/Programme managers	Global Environment Facility Individual donors	Ad-hoc	Individual progress reports for projects based on the agreed monitoring framework at project level
UNEP Open Data Platform	Project level	Project/Programme managers	General public	Ad-hoc	Project level data
Report on oversight recommendations	Administrative	Corporate Services Division with contributions from all relevant divisions and offices	Oversight bodies (OIOS, Board of Auditors, JIU)	Ad-hoc	Progress in implementing accepted recommendations based on agreed implementation timelines

Source: Prepared by JIU (2025).

VII. Training programmes

(a) Mandatory training courses completed by staff members and compliance rate, 2024

(percentage)

Course	Compliance rate
Information Security Course	95
BSAFE (security awareness)	99
Prevention of Workplace Harassment, Sexual Harassment and Abuse of Authority in the Workplace	97
Prevention of Sexual Exploitation and Abuse by UN personnel	97
Fraud and Corruption Awareness and Prevention	97
Ethics and Integrity at the United Nations	98
I Know Gender: An Introduction to Gender Equality for UN Staff	98
UN Human Rights Responsibilities (Advanced)	97
Records and Archives management	98

Source: Prepared by JIU on the basis of information provided by the UNEP (2025).

Note 1: UNEP tracks compliance only for staff at the corporate level; compliance by the affiliate workforce is monitored locally by individual managers.

Note 2: Disaggregation between various entities within UNEP, such as Multilateral Environmental Agreement secretariats, headquarters and offices away from headquarters is not available.

(b) Mandatory training courses for specialized functions (2022- 2024)

(number of participants)

Course	2022		2023		2024	
	UNEP	MEAs	UNEP	MEAs	UNEP	MEAs
Leadership Development Programme	4	1	3	2	2	0
Competency-based interviews	-	-	-	-	102	34
Project Management Certification	7	3	-	3	2	1

Source: Prepared by JIU on the basis of information provided by the UNEP (2025).

c) Overview of the Corporate Academy courses by title, number of participants and completed trainings, up to 2024

(number of participants)

Courses	Enrolled	Completed
Introduction to Environmental Sustainability Management (EMS) in UNEP	53	41
Implementing an Integrated EMS and ERM in UNEP	53	12
Enterprise Risk Management (ERM) at UNEP	54	9
Welcome! - Open First (introduction to the learning management system)	171	77
Client Orientation: Optimizing Service Delivery Practices	150	26
Grant Closure Process: Getting Your Project Over the Finish Line (self-paced eLearning)	170	23
Legal Instruments	123	98

Courses	Enrolled	Completed
Delegation of Authority	140	4
Anti-Fraud Policy Fundamentals	164	10
Navigating the Anti-Fraud Policy	158	6
Anti-Fraud Policy Application	164	12
Mandatory 1: Preventing Fraud & Corruption at the United Nations	152	120
Mandatory 2: Resource Management for Certifying Officers	30	17
Finance Modules	195	88
Induction Program for All Staff	62	50
Induction Program for All Staff (Alpha Version)	106	78
Senior Managers Induction Programme	5	2
Total	1,950	673

Source: Prepared by JIU based on information provided by the UNEP (2025).

VIII. Human resources related figures and data

(a) Overview of UNEP workforce, 2020 and 2024

(number of individuals)

	31 st December 2020	31 st December 2024
<i>Staff members</i>		
Headquarters		541
Field and Programme offices	981	HQ Regional Office: 32 OAH Regional Office: 139 OAH Offices: 375
Secretariats of MEAs	287	HQ MEAs: 24 OAH MEAs: 272
Total staff members	1,268	1,383
<i>Affiliate workforce</i>		
Headquarters	<i>Data not available</i>	UNVs: 159 UNOPS contractor: 65 Interns: 17 CICs: 38 HQ-TOTAL: 279
Field and Programme offices	<i>Data not available</i>	UNVs: 39
Secretariats of MEAs	<i>Data not available</i>	UNOPS contractor: 466 Interns: 61 CICs: 605 OAH-TOTAL: 1171
Total affiliate workforce	-	1,450
Total UNEP personnel	-	2,833

Source: JIU on the basis of information found in the quarterly report of the Executive Director to the 152nd meeting of the Committee of Permanent Representatives and information provided by UNEP (2025).

HQ – Nairobi location only

OAH – Offices Away from HQ

MEA – Multilateral Environmental Agreement

UNVS – United Nations Volunteers

CIC – Consultants and individual contractors

(b) Overview of staff posts by source of funding, component and subprogramme (as of 31st December 2024)

(encumbered posts)

	Number of posts funded through core contributions		Number of posts funded through non-core contributions			Total
	Regular budget	Environment Fund	Extrabudgetary	Global funds	OTA ⁸	
Policy making organs	-	11	-	-	-	11
Executive direction and management	18	25	8	-	-	52
Programme support	5	34	7	12	51	109
Programme of work						
<i>Climate action</i>	9	51	66	44	7	178
<i>Nature action</i>	11	44	51	46	12	165
<i>Chemical and pollution action</i>	7	44	65	17	5	137
<i>Science-policy</i>	11	51	25	-	-	86
<i>Environmental Governance</i>	18	64	56	1	11	150
<i>Finance and economic transformations</i>	9	58	47	-	3	116
<i>Digital transformations</i>	6	36	1	-	-	43
Secretariat of Multilateral Environmental Agreements	-	-	298	-	38	336
Total	94	418	624	120	127	1383

Source: JIU on the basis of information provided by UNEP (2025).

⁸ Overhead Trust Account also known as programme support costs.

(c) Geographical diversity for senior level positions (P-5 and above)

	2020 (staff)	2020 (percentage)	2020-21 (staff)	2020-21 (percentage)	2023/2024 (staff)	2023/2024 (percentage)	Change 2020/2024 (percentage)
WEOG	99	48	94	49	83	44	-16
Africa	39	19	32	17	38	20	-2
Eastern European	10	5	8	4	12	6	+20
GRULAC	23	11	24	12	22	12	-4
Asia Pacific	36	17	35	18	33	18	-8
TOTAL	207		193		188		-9

Source: JIU on the basis of information found in the quarterly reports of the Executive Director to the 152nd, 154th and 162nd meeting of the Committee of Permanent Representatives (2025).

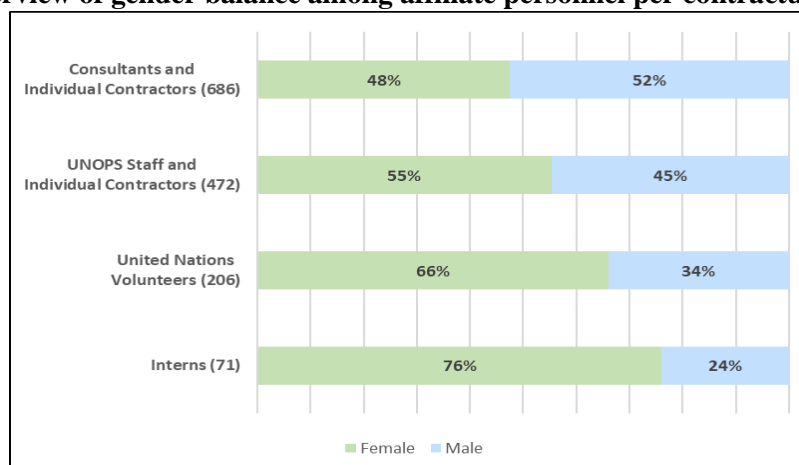
(d) Overview of affiliate personnel, 2020-2024

(number of individuals)

	United Nations volunteers		Affiliate personnel under UNOPS contractual modalities	Consultants and individual contractors UNEP/UNON	Interns
	Headquarters	Away from headquarters	Headquarters and Away from headquarters	Headquarters and Away from headquarters	Headquarters and Away from headquarters
2020	112	32	284	356	N/A
2021	134	41	352	742	N/A
2022	156	42	424	737	127
2023	143	39	484	741	69
2024	165	41	525	632	60

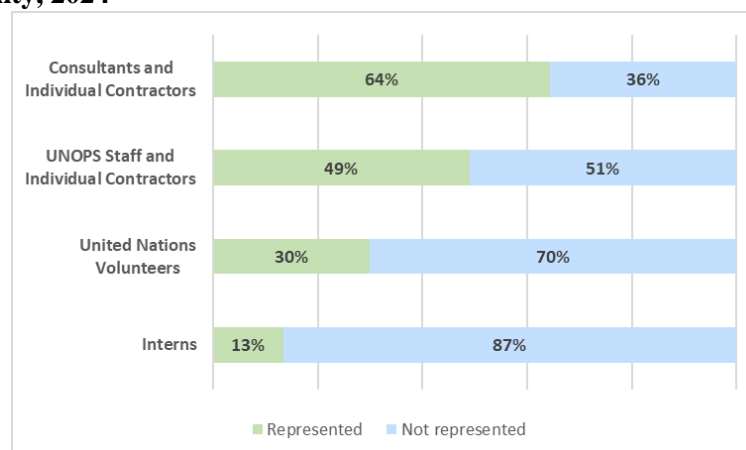
Source: JIU on the basis of information provided by UNEP (2025).

(e) Overview of gender balance among affiliate personnel per contractual modality, 2024



Source: JIU on the basis of information provided by UNEP (2025).

(f) Overview of Member States representation among affiliate personnel per contractual modality, 2024



Source: JIU on the basis of information provided by UNEP (2025).

IX. Outreach and publications

(a) Overview of communications and outreach activities, 2024

Channels	Indicators	Key results
Website	Number of visitors to the UNEP corporate website	Approximately 11.6 million
	Number of webpages viewed	Approximately 25.2 million
Social media	Social media followers (X, Facebook, Instagram, LinkedIn, Threads, WhatsApp, TikTok, WeChat, Weibo, Youtube, etc.)	Approximately 10 million
	Youtube channel	155 videos, approximately 17 million views
Media engagement	Number of press releases	60
	Media citations	158,443
Publications	Number of downloads of publications	784,340
	Number of publications citing UNEP publications and documents (ScienceDirect articles)	1,437

Source: Prepared by JIU on the basis of information provided by UNEP (2025).

(b) Overview of approved publication concepts, 2020-2024

Type of publications	2020	2021	2022	2023	2024
Technical reports	81	182	101	31	13 (+7 approved with conditions and 7 rejected)
Policy briefs			16	7	6 (+5 approved with conditions and 1 rejected)
Working papers			18	4	3 (+1 approved with conditions and 2 rejected)
Issues notes					2
Spotlight (prior to 2022: major advocacy)	10	20	5	2	0
Institutional series (prior to 2022: flagship)	5	4	4	4	2

Source: Prepared by JIU on the basis of information provided by UNEP (2025).