

PROGRAMME  
PERFORMANCE  
REPORT 2016



2016

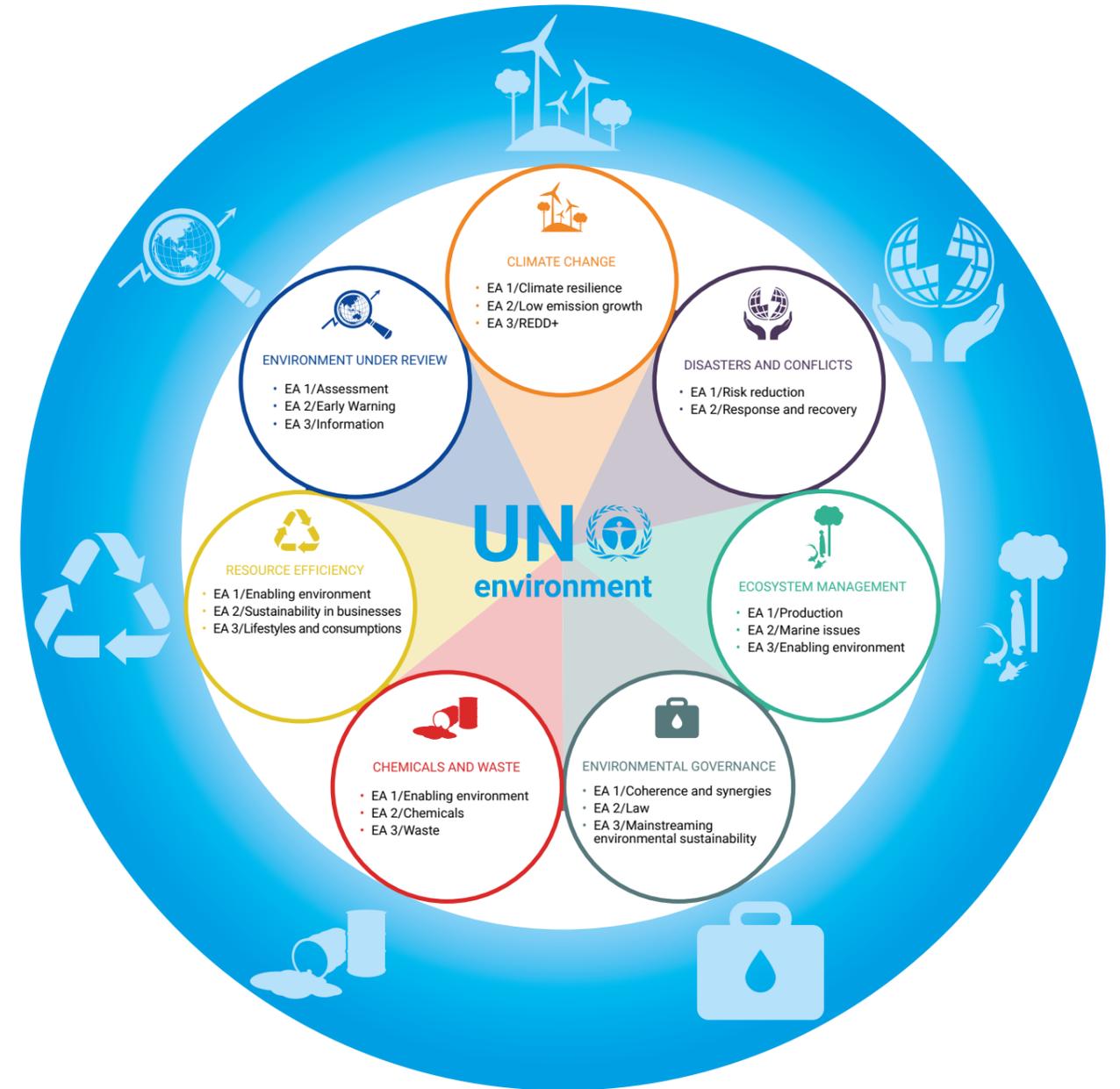
## Programme Performance Report



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UNEP's results framework





*We partner with United Nations sister agencies, secretariats of multilateral environmental agreements and other strategically placed institutions, including private sector, driven by the potential impact leveraged from each opportunity.*

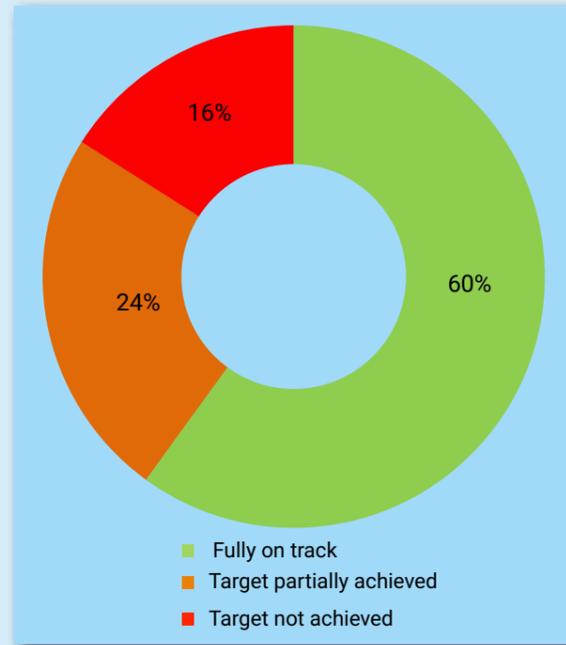
*UN Environment is the lead organization to coordinate environmental matters within the United Nations system. We produce environmental assessments and analyses, norms, guidelines and methods for use by stakeholders looking for guidance on how to effectively manage the environment for their sustainable development and economic growth. With a global remit, some 850 staff and a 2016 expenditure of \$511.2 million, our ability to achieve significant impact is based on partnerships—integral to the organization's strategy to place environment and sustainable development, at the heart of everything we do.*

*Our products and services give us a broad array of tools to catalyse change in response to demand.*

*We are committed to strengthening our operations to enforce results-based management.*

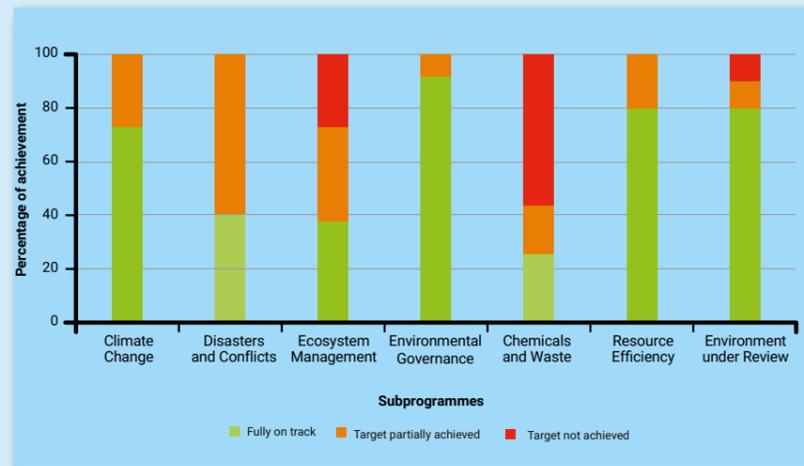
# OVERALL PERFORMANCE METRICS

## Overall performance



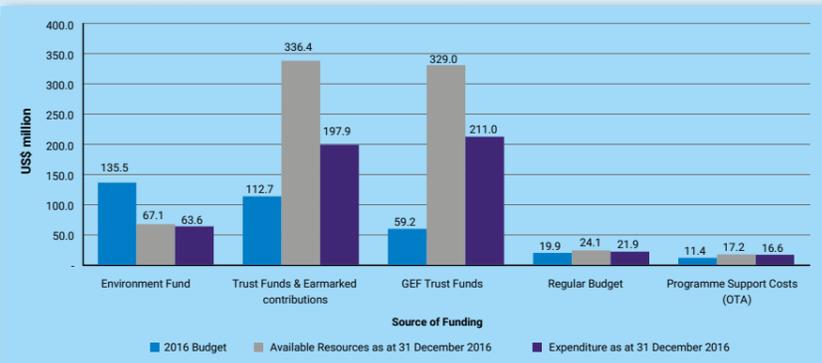
Over 60% of indicators have fully achieved the targets for 2016

## Status of achievement of indicators in the Programme of Work



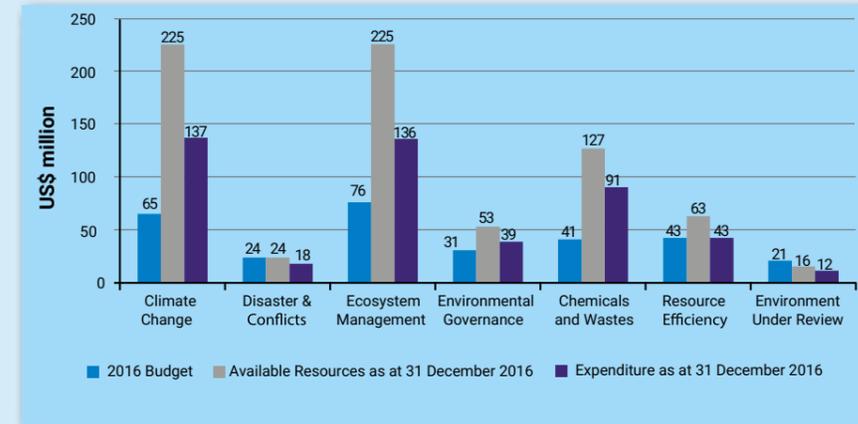
The majority of results in each subprogramme have been achieved and where not, adaptive measures have been taken to improve future performance

## 2016 Budget performance by funding source



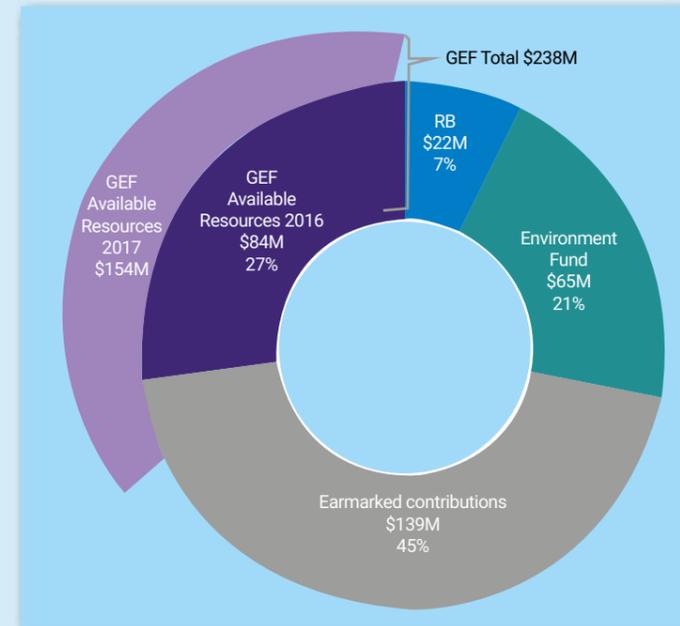
Earmarked funding was higher than targeted for 2016 while the Environment Fund was lower

## Analysis of 2016 budget allocations and expenditure



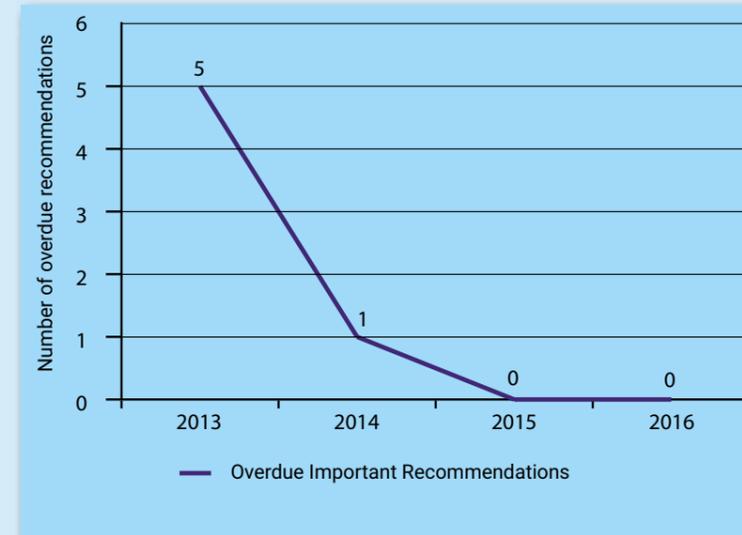
More areas of UN Environment work received more funding than projected budgets because of earmarked funding

## 2016 Member States and other donors funding of UN Environment by fund type



Earmarked funding constitutes majority of income for UN Environment.

## Trends in audit recommendations

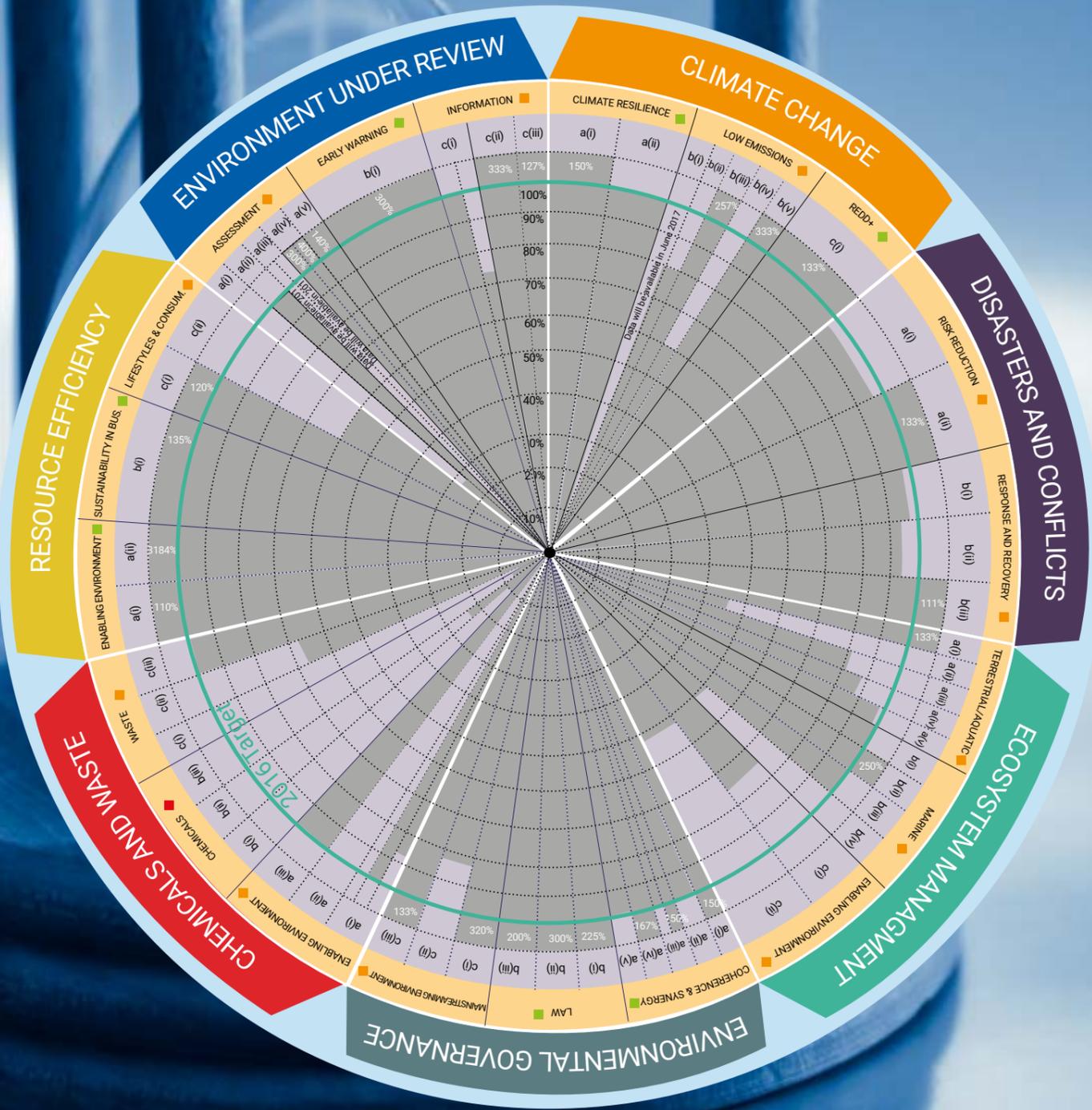


"Complementing UNEP's own monitoring of performance were reviews and internal audits conducted by the UN Office of Internal Oversight Services (OIOS). UNEP has consistently reduced the number of outstanding or overdue "important" recommendations, from 5 in 2013 to zero in both 2015 and 2016, thereby demonstrating continued improvements in its operations. Another indication of UNEP's improved operational performance is that OIOS has made no "critical" recommendations to UNEP since 2011. Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes.

\*Figures may slightly differ from total due to rounding off

# 2016 Programme Performance Overview

Status of Achievement of Expected Accomplishments in the Programme of Work



UN Environment this year commemorates 45 years of its existence with a track record in leading efforts to protect our environment. Established in December 1972 as a follow up to the Stockholm Conference on the Human Environment, UN Environment further strengthened its strategic leadership in 2016, exercising its role as a global authority on the environment. It implemented its Medium Term Strategy and Programme of Work, strengthening its partnership with governments, local authorities, the UN system, the scientific community, business, investors, and civil society. No stakeholder was left behind in the joint effort to address the challenges of sustainability and resilience.

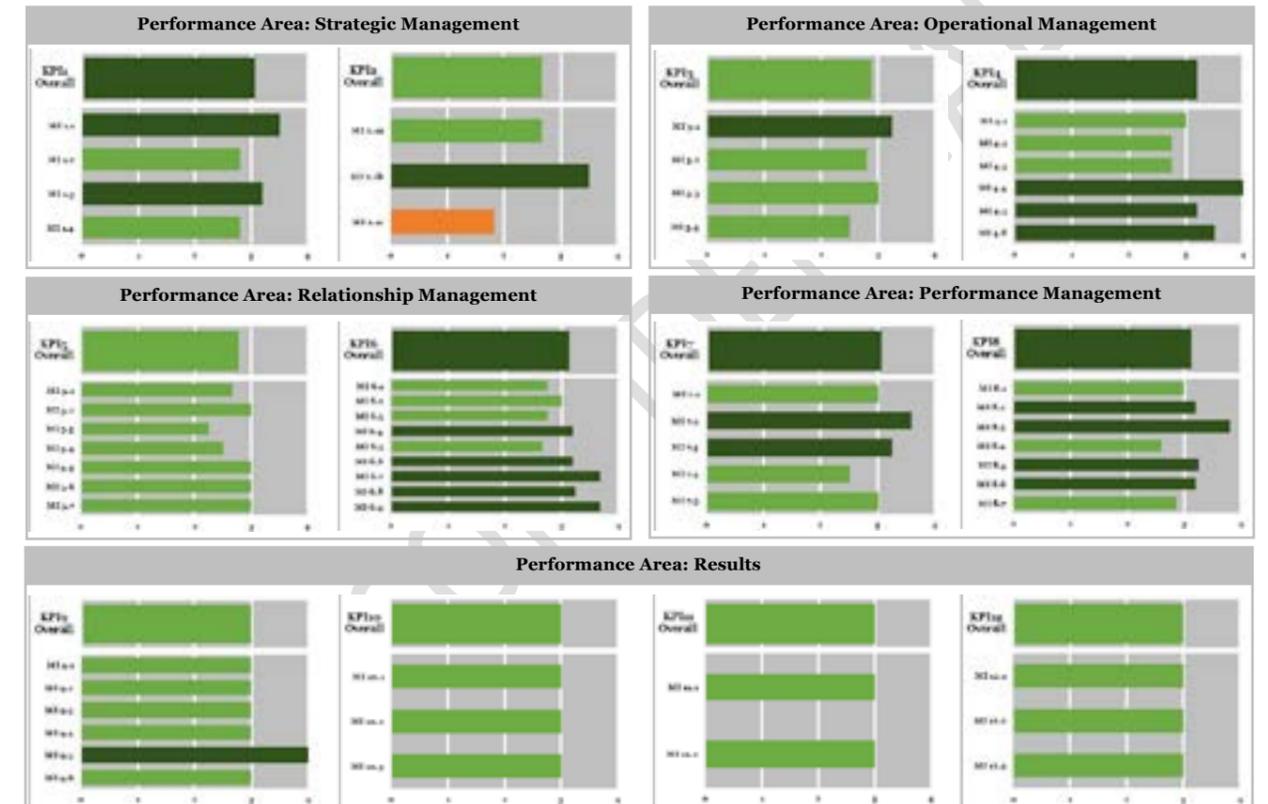
## A TRUSTED PARTNER

In 2016, the “Multilateral Organization Performance Assessment Network” conducted a thorough review of the organization’s strategy, delivery model, systems and operations. UN Environment was confirmed as a trusted partner, an actor that “meets the requirements of an effective multilateral organization” and that “shows continued strength in terms of being a global authority on environmental issues and providing a robust evidence base for advocacy and policy dialogue... with... a sound operational model, appropriate policies, processes and procedures in place that are expected of a well-functioning multilateral organization.” The review

### Summary of MOPAN’s Findings on UN Environment



### MOPAN scoring summary sheet



stated that strategically, we have built, over time, a ‘...results framework that provides clear vision and strategic direction’; organizational systems and processes in place that are ‘fit for purpose’ and are able to form ‘effective partnerships which are central to the service delivery model’.

The task of underpinning the organization’s strategic and programmatic work with adequate, and efficient systems remains a constant one: we now must begin using the key parameters and criteria offered by the review to improve further, to better align our programmes with the 2030 agenda and with the work of other UN agencies; to build a robust business intelligence framework that allows effective use of performance data, and greater ability to conduct analysis and reviews; and to strengthen our partnerships and alliances to successfully tackle the growing complexity of the environment and development landscape globally.

These parameters do constitute the essential kit of “fundamentals” that will constantly help us perform as a confident organization, a “trusted partner” to governments, businesses and people.

## STRATEGIC LEADERSHIP

Significant changes in the global policy landscape have occurred in 2016.

In October, the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer struck a landmark deal to reduce the emissions of powerful greenhouse gases, hydro fluorocarbons (HFCs), in a move that could prevent up to 0.5°C temperature rise by the end of the century while protecting the ozone layer. The Kigali Amendment to the Montreal Protocol, whose Secretariat is hosted by UN Environment, will be an important contribution to the world towards keeping global warming well below 2°C of pre-industrial levels. Also important is the Minamata Convention on Mercury that will likely enter into force in 2017, with only 15 additional member states’ ratifications needed.

On 4 November – less than a year after it was adopted – the Paris Agreement on Climate Change came into force following the ratification by 55 countries whose economies account for 55 per cent of all global greenhouse gas emissions. The unprecedented speed with which the Paris Agreement was ratified is a powerful confirmation of countries’ commitment to urgently tackle climate change – and a similarly powerful reminder of the huge tasks set out for us in assisting its partners in the implementation of such an ambitious agreement. 2016 was the hottest year on record since record keeping started in 1880.

With the world urban population expected to nearly double by 2050, urbanization is one of the 21st century’s most transformative trends, posing massive sustainability challenges in terms of housing, infrastructure, transport, basic services, food security, health, education, decent jobs, safety, and natural resources, among others. Member states adopted the Quito Declaration on Sustainable Cities and Human Settlements for All to take action on this front.

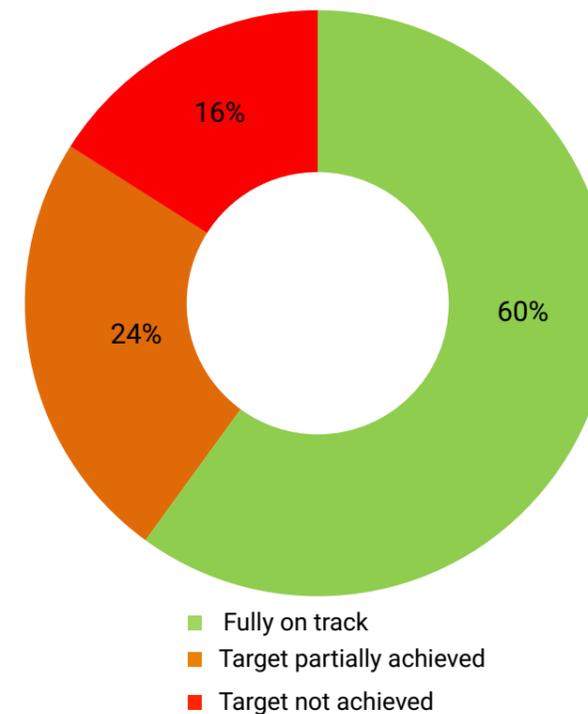
Five years of negotiations and tireless “Speedo diplomacy” from endurance swimmer and UN Environment Patron of the Oceans Lewis Pugh, Antarctica’s Ross Sea was finally declared a Marine Protected Area in October. The Ross Sea, known as the “Polar Garden of Eden”, is widely considered to be the last great wilderness area on Earth. The 1.57 million square-kilometre region is now the world’s largest protected area.

These developments, along with the actions of the UN Environment Assembly and regional ministerial forums, are building a momentum and the foundations that enable the implementation of the *2030 Agenda for Sustainable Development*. There has never been a better time than now to embed environmental sustainability into the way in which economies run. Global trends show a growing recognition, that environmental sustainability is about the economy: opportunities to invest, to create jobs, to improve peoples’ health and well-being, while at the same time maintaining the vitality and full functionality of the Planet’s assets and eco-systems, the very natural foundations that support our lives.

## PROGRAMMATIC RELEVANCE AND SCALE OF INTERVENTION

This is a moment to reflect on our programmatic relevance, on our ability to meet countries’ demands for services, information, solutions; to help them build stronger institutions, better legal instruments, improved investment opportunities; and to continue being a global, knowledgeable and authoritative custodian of the global scientific work and of the “safe negotiating space”, to play a much needed global role in an increasingly complex and interconnected world.

Our programme’s relevance and performance in 2016 has been critical in supporting our key constituents: countries, businesses and citizens. As of December 2016, we have 60 per cent of our targeted indicators for 2016 fully achieved, while the remaining are partially achieved. This result is based on efforts from previous years including 2016 expenditure across our different funding sources of \$511 million, \$172 million more than the year’s projected budget



of \$339 million owing to an income that exceeded the projected budget. However, despite this higher income, there has been a decline in the Environment Fund, which is stressing the foundation from which we leverage a strategic portfolio that aligns with the approved programme of work.

A number of key results were achieved in 2016. We supported more countries to integrate ecosystem-based and other adaptation approaches into national plans, bringing the cumulative total to 21 countries. We brought together first-mover financiers and renewable energy project developers to mitigate risks and share some of the early-stage investment costs. In 2016, the Seed Capital Assistance Facility signed new agreements with key players in the private sector, and now has a total capitalization of US\$ 660 million. More countries in 2016 finalized national REDD+ strategies that recognize multiple benefits and the role of private sector, an important step in enabling countries to receive results-based payments, and bringing the total 22 countries.

Over the course of 2016, we also supported 22 countries to reduce the risks of natural disasters, industrial accidents and conflicts. We responded to seven acute environmental emergencies in six countries in 2016, meeting all national requests for assistance.

To help create an *enabling environment* for countries to manage ecosystems in a sustainable way, we help countries take account of ecosystem services, assess water quality and incorporate considerations of the health and productivity of ecosystems into their policy frameworks. By the end of 2016,

11 countries had operational ecosystem accounts in place. Thirteen countries had taken steps to update their water quality frameworks. With our support, ten new countries and one region adopted or even started implementing green economy policies and sustainable consumption and production actions plans in 2016, bringing the total to 49 countries, cities and regions since 2011.

We launched six regional Global Environment Outlooks and the first Global Gender and Environment Outlook at the 2016 UN Environment Assembly. Together these provide not only an assessment of the state of the environment but also a perspective on the importance of the social aspects of the environmental dimension of the 2030 Agenda. The regional assessments are the building blocks for the global assessment, which is on its way to be delivered at the 4<sup>th</sup> UN Environment Assembly in 2019.

We made significant contributions in 2016 to the UN system’s new guidance on country Development Assistance Frameworks. The new guidance, which is informed by the 2030 Agenda, has four principles for integrated programming: leave no one behind; human rights, gender equality and women’s empowerment; sustainability and resilience; and accountability. The new guidance is being piloted in different countries in the context of UN Delivering as One approach.

However, the mission is far from being accomplished. While progress towards achieving lasting results across our seven areas of focus— climate change, disasters and conflicts, ecosystem management, environmental governance, chemicals and waste, resource efficiency, and environment under review—has been generally good, a number of challenges remain if we are to contribute significantly to meet countries’ abilities to implement the *2030 Agenda for Sustainable Development*. These challenges include reductions in the Environment Fund, that are stressing the very foundation of our business model. This model relies on us using our resources of the Environment Fund to leverage a portfolio that is strategic and aligned to the programme of work approved by Member States. With lower Environment Fund resources, the implementation of the programme of work rests on the priorities of the contributors. We also must bring more programmatic coherence across our range of initiatives to leverage further impact so that we do not have too dispersed a portfolio.

We have to use partnerships to stretch any limited capacities we have internally. This will include engaging better with the private sector, and other game changers, ensuring there is a business case of interest to those players, while also engaging citizens to create a momentum for change. Addressing these challenges is critical to our work on, for instance,

chemicals and waste, where our performance against our targets will need to be strengthened.

We will need to significantly increase our ability to engage the private sector; we shall have to improve the way we inform, engage and involve citizens in our work; and we must now scale up our work in tackling key global issues: sustainable finance, environmental security, climate change, biodiversity, health and pollution.

The scaling up of green finance is critical in this regard. World leaders meeting at the G20 Summit in Hangzhou, China in September 2016 recognized the importance of scaling up green finance practices. They welcomed options put forward by the G20 Green Finance Study Group, whose secretariat is hosted by UN Environment, which shows what practical steps can be taken to improve policies and market capacity, and support the development of green bond markets.

We need to be able to scale up support to countries to enable them to review their regulatory and policy frameworks and bring about a policy transformation that creates the rules and conditions for such investment. The United Nations, with 19 banks and investors worldwide (totaling \$6.6 trillion in assets), launched a global framework aimed at channeling the money they manage towards clean, low carbon and inclusive projects. The framework – The Principles for Positive Impact Finance – is a first of its kind, setting criteria for investments to be considered sustainable. It spans different business lines, including retail and wholesale lending, corporate and investment lending and asset management. The principles provide guidance for financiers and investors to analyse, monitor and disclose the social, environmental and economic impacts of the financial products and services they deliver. We need more such game changers to create the kind of transformative change necessary to achieve the sustainable development goals.

and sustainable lifestyles, and the Finance Initiative, both hosted by UN Environment, the Climate Technology Centre and Network, that we jointly host with the UN Industrial and Development Organization, the 18 regional seas conventions and programmes that we support, and the UN REDD+ partnership are just some of the vehicles that can be used for such transformative change.

As the custodian agency for 26 of the Sustainable Development Goals indicators (and already reporting to the UN Secretary-General on six of these indicators in 2016), we are well placed to ensure that countries are well-equipped and able to track their progress. With some 48 UN agencies engaging with us on a UN system-wide framework on environmental strategies and aligning their strategies to the environmental dimension of the 2030 Agenda for Sustainable Development, it will also enable us to work with the rest of the UN system to leverage even further change.

We are also an accredited agency to the Green Climate Fund, besides its consolidated role as a key partner of the European Union's Programme for the Environment and Sustainable Management of Natural Resources, and an Implementing Agency for both the Multilateral Fund of the Montreal Protocol and the Global Environment Facility: there is a potential for far greater integration of these global funding instruments with our strategic priorities; for a more organized, strategic "blending" of these funding sources in achieving lasting results and contributions to the implementation of the sustainable development goals; and for launching integrated activities and initiatives at a far greater scale.

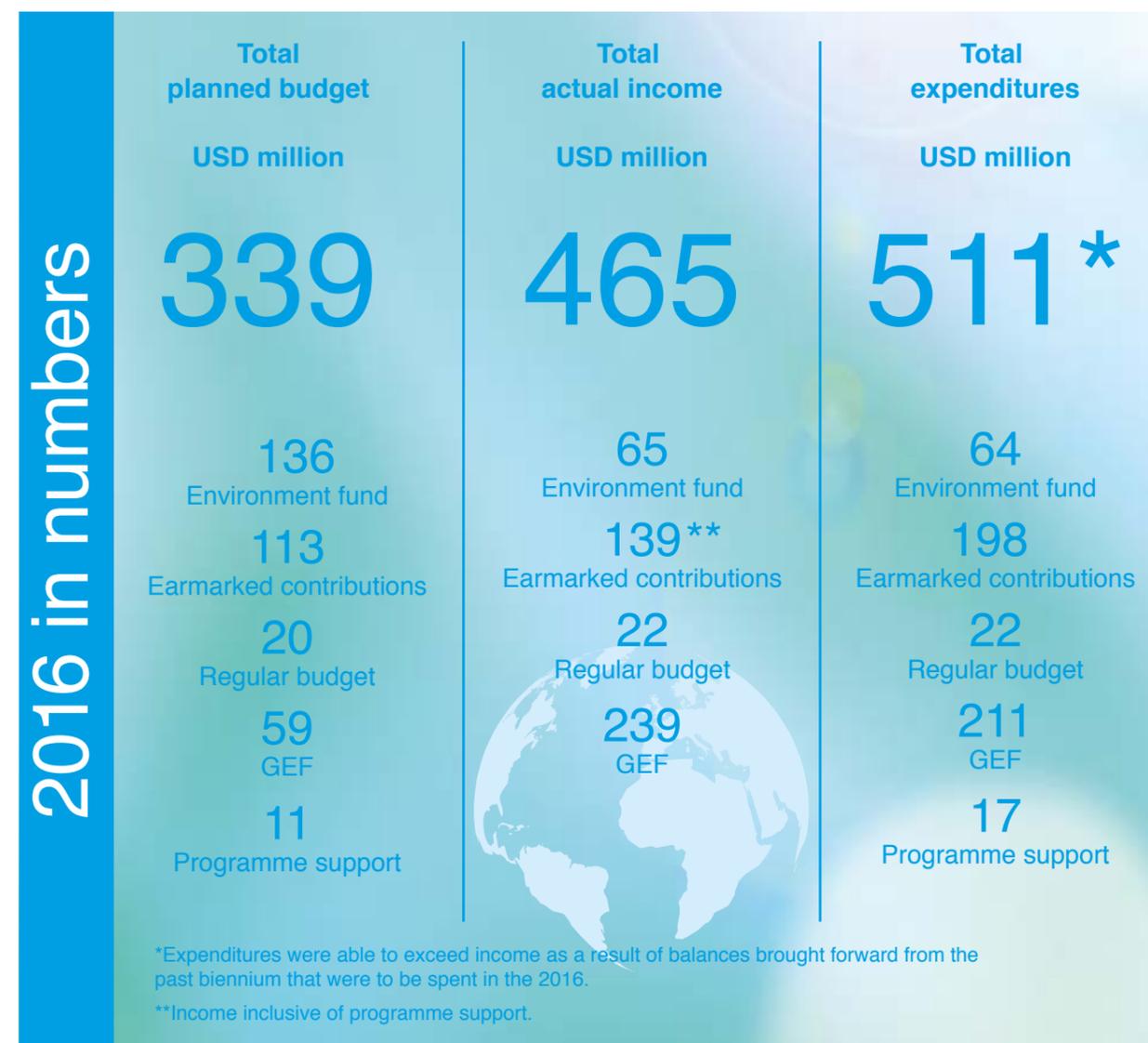
On the biodiversity front, we have been extremely engaged as the host of key biodiversity related conventions but also through the activities implemented under the ecosystems management programme in the organization. As the negative effects of human pressure on wildlife and biodiversity rapidly increase in magnitude, global

to successfully reverse the ongoing decline. This, however, is a significant opportunity to scale up our work on biodiversity and wildlife and address this global challenge in a more coordinated, politically impacting fashion.

We also need to create the "enabling conditions" to scale up the results we are currently achieving on other fronts. The global financial system, for instance, can be a powerful enabler for a greener and sustainable future. Green finance is critical in this regard. Realizing the sustainable development goals will require a major rechanneling of financial flows – both public and private as well as changes to the global financial system. Similarly, we need to demonstrate how cities can be low-carbon,

resource-efficient and resilient, while also offering opportunities for new jobs and investments and other social and economic benefits.

We also need to create a significant movement globally in which society sees the reduction of pollution as critical to health and in our oceans, critical to livelihoods and fisheries. In turn, this movement needs to create a political momentum for change. We need to shift public opinion on the criticality of ecosystem health to economic growth and well-being. Together with a greater government, citizen and business movement, we can help countries tackle root causes of critical problems.



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