

from the pre-MTS period, but several challenges still remain to be resolved.

To create a better coordinated, more effective internal unit to drive reform efforts and establish linkages between funding, activities and results, it was decided in 2010 to group three

functions, the Resource Mobilisation Section (RMS), the Quality Assurance Section (QAS) and the Corporate Services Section (CSS), under a single Office of Operations. These changes are intended to promote greater focus on results-based management in UNEP.

3. Norway's policy towards UNEP

For Norway, UNEP is an important strategic partner in efforts to promote sustainable development. Global environmental problems transcend national borders and must be solved at the international level, based on knowledge-based policy development. UNEP plays a key role in setting the agenda in the global environmental policy arena and facilitating international negotiations. Among other things, UNEP has played a significant part in the formulation of multilateral environmental agreements (MEA) and is a key actor in efforts to further develop international environmental law. UNEP's engagement in climate change negotiations, the Biodiversity Convention and the initial phase of negotiations on a mercury convention is particularly important from Norway's standpoint.

Norway has lately attached particular importance to UNEP's efforts to promote a green economy and place a value on natural diversity and ecosystem services. Current UNEP work from which significant results are expected include assessment of the climate effect of black carbon and the environmental and health impacts of the heavy metals lead and cadmium, and proposals as to how these issues should be incorporated into national and, if appropriate, global policy in future.

UNEP's contribution to national efforts to combat deforestation and forest degradation in partnership with the UN Development Programme (UNDP) and the UN's Food and Agricultural Organisation (FAO) through UNREDD is in line with Norway's priorities.

Efforts to establish an Intergovernmental Panel for Biodiversity and Ecosystem Services (IPBES), began in 2005 on the initiative of UNEP. A special biodiversity panel of this type parallels the Intergovernmental Panel on Climate Change (IPCC) and will play a significant role in future in providing a basis of expertise for better political decisions. Norway greatly emphasises the importance of UNEP working in partnership with other parts of the UN system, including FAO, UNDP and UNESCO, on the establishment and operation of IPBES.

Norway considers UNEP's current work on the Global Environment Outlook (GEO-5) report to be a significant contribution to environmental decisions and as a basis for strengthening the interaction between science and politics.

Norway supports the ongoing reform process in UNEP and the transition to the MTS, among other things through the programme agreement, which is designed to promote the implementation of the MTS. The programme agreement is cited as a good example of efforts to provide an enabling environment for the MTS.

Norway has played a leading role in promoting UNEP's changeover to results-based management while pursuing an active dialogue with the agency on this subject, and will continue to support this process.

UNEP

United Nations Environment Programme

1. Facts and figures

Type of organisation: UN programme funded through voluntary contributions

Established in: 1972

Headquarters: Nairobi, Kenya

Number of country offices: 4 country offices, 6 regional offices

Head of organisation: UN Under-Secretary-General and Executive Director Achim Steiner (Germany)

Date of Council meetings 2011: 21-24 February 2011, Regular Session/ Ministerial Meeting

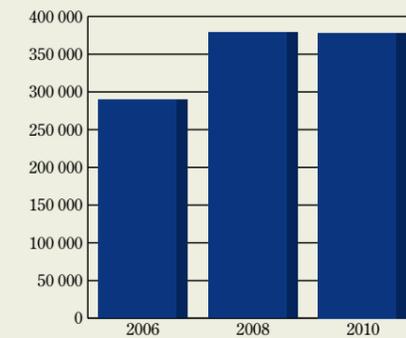
Norway's representation in Council: Norway is a candidate for a seat on the Governing Council in 2012-2015

Number of Norwegian staff: 3

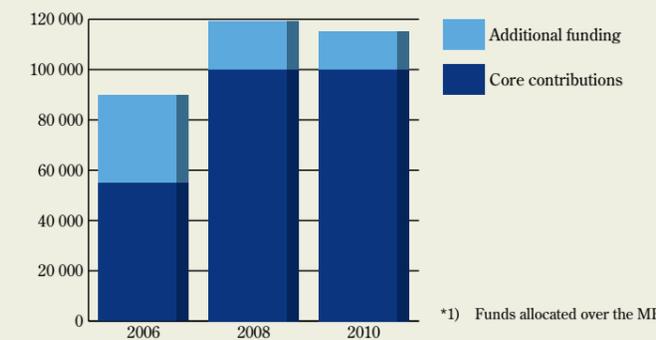
Responsible ministry: Norwegian Ministry of the Environment (MD) in cooperation with the Norwegian Ministry of Foreign Affairs (MFA)

Website: www.unep.org

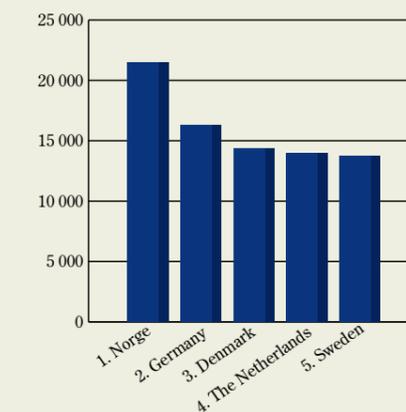
Total revenues (in US\$ 1000)



Norway's contributions^{*1)} (in NOK 1000)



The five largest donors (in US\$ 1000)



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Mandate and areas of activity

UNEP's mission is to promote international environmental cooperation and present proposals for environmental policy development. UNEP is primarily a normative organisation, but has in the past few years placed greater emphasis on the link between the environment and development. UNEP seeks to help strengthen cooperation in the environmental sphere across the UN system and to integrate the environmental aspect into international development efforts.

UNEP has defined six main priorities, which are laid down in the Medium-Term Strategy (MTS) 2010-2013:

- Promotion of climate change adaptation and low-carbon growth
- Disaster prevention
- Sustainable natural resource management based on an eco-system approach
- Enhanced environmental governance
- Sound use and handling of chemicals and environmental toxins
- Sustainable production and consumption

Results achieved in 2010

Work on implementing UNEP's Medium-term Strategy began in 2010. The goal of this strategy is to enhance the strategic focus and coherence of the organisation's activities, while increasing the effectiveness of activities at country level and ensuring that they generate measurable results.

In 2010, UNEP initiated projects under all six main priority areas, which have produced the following results:

The Poverty and Environment Initiative (PEI), a partnership between UNEP and the UN Development Programme (UNDP), supports countries' efforts to integrate environmental considerations into their development strategies. PEI supported the authorities in Mali in implementing a broad economic study aimed at determining the costs associated with non-sustainable use of natural resources. The study, which was carried out in 2009, concluded that Mali loses 20 per cent of GDP per year due to poor environmental and natural resource management. On the basis of these results, Mali decided to adopt a greener national strategy for reducing poverty (Poverty Reduction Strategy Papers – PRSP).

As a result of UNEP's guidance and support for the aid community in Sudan in 2010, nearly half of all development assistance projects in the country integrated environmental activities into their programmes. UNEP also works closely with the UN Industrial Development Organisation (UNIDO) to support a network of 40 national centres for clean production, with a view to increasing resource effectiveness in small companies. Thanks to support from UNEP, three new countries succeeded in phasing out leaded petrol, in addition to the 74 countries that have already attained this goal.

Among the programmes that had already begun before the MTS came into force, the following results of activities in 2010 can be highlighted:

Since 2008, and in the aftermath of the financial, food price and climate crises, UNEP has played a key role in providing input for development of the modern concept of a Green Economy. Thanks to UNEP's advocacy of a Green Economy at various summit meetings on the financial crisis after 2008, this concept is now a topic of discussion in such prominent forums as G20. The Final Declaration of the G20 Summit held in Seoul, South Korea, in November 2010 expresses support for green growth. In 2010 UNEP, as part of a broad-based partnership, prepared its Green Economy report which analyses how investing two per cent of global GDP can promote green growth in 12 key economic sectors. UNEP also delivered a report entitled "The Economics of Ecosystems and Biodiversity" (TEEB) on the economic valuation of ecosystem services and how these assets can be factored into financial planning and decision-making. As a result of this report, which has attracted global attention, several countries have commenced the process of preparing national TEEB reports.

levels) and describe or highlight a link between these levels. The agency plans to utilise the recently developed Programme Information Management System (PIMS) to standardise reporting and facilitate a more accurate and objective monitoring of projects and programmes.

UNEP must strive to present results in a far more analytical, fact-based way that shows change over time in relation to the situation prior to the implementation of activities. This requires clear descriptions of the situation at the outset so as to be able to assess the degree of goal achievement. The tendency is to focus extensively on what has been supported and less on the possible outcomes of this support. Assessing the degree to which UNEP has achieved its goals and actually contributed to a change in relation to the situation before the measures were implemented can therefore present a challenge.

UNEP must also work more systematically to improve its formulation of goals, as they are often vague and imprecise. In order to measure results, the desired achievement must be expressed in specific terms. Precise, relevant indicators can compensate for vaguely formulated goals, but these too are inadequate in UNEP's reporting work.

In accordance with UNEP's Evaluation Policy, the Evaluation Office (EO) functions independently of other activities within UNEP. The EO reports directly to UNEP's Executive Director, who in turn reports to the Governing Council. The Executive Director allocates staffing resources and funding to the EO. This structure is not optimal for an evaluation function, as it means that it is not completely independent. Resources for evaluations at project level are deducted from the respective projects' own budgets. Evaluations at a higher level are dependent on funding from the regular budget or from extra-budgetary sources.

All evaluations are designed to make them comparable for the purpose of identifying general trends. The follow-up on the evaluation recommendations is used by the Executive Director as one of the performance indicators for UNEP's divisional directors.

Since 2006, UNEP has had a separate UNEP Gender Plan of Action, and since 2009 all new projects are assessed on the basis of criteria that also include gender equality considerations. The new Programme Information Management System (PIMS) includes indicators selected to ensure that the agency can verify the implementation of the plan of action. According to the British evaluation of UNEP, carried out by the Department for International Development (DFID) in 2010, gender equality requirements are still not sufficiently taken into account in UNEP's work.

UNEP's strength lies at the normative, knowledge-related level and country-level results must therefore be achieved through

cooperation with other actors, primarily other UN agencies. Through the UNDP-UNEP Poverty and Environment Initiative (PEI), UNEP collaborates with UNDP on assisting 22 countries to integrate environmental considerations into the countries' development plans, a partnership that has produced good results. UNEP also participates in programmes in all the One UN pilot countries, and in 2010 contributed to the mainstreaming of environmental issues in 43 of the UN's country programmes. However, UNEP lacks guidelines for its country-level activities, and its practices are inconsistent. In some countries, UNEP has entered the picture at a relatively operational level, providing assistance, inter alia, for restoring damaged ecosystems. Moreover, task-sharing with other UN agencies is not always based on the agencies' respective comparative advantages, which could indicate a lack of focus and strategic thinking. Except for PEI, there are few evaluations in this field.

The UN Secretariat's Office of Internal Oversight Services (OIOS) is responsible for the internal audit function in the UN system, including UNEP. UNEP's external audits are carried out by the UN Board of Auditors, which is completely independent. In the current term, the UK's National Audit Office is responsible for auditing UNEP on behalf of the UN Board of Auditors. The audit reports are presented every other year to the UN General Assembly and UNEP's Governing Council.

Both OIOS and the UN Board of Auditors require semi-annual reports on UNEP's implementation of their recommendations. Within UNEP, the follow-up on these recommendations is coordinated by the Office of Operations.

The audit of UNEP for the 2008-2009 biennium revealed weaknesses in the implementation of International Public Sector Accounting Standards (IPSAS) and a failure to include allocations from the UN's regular budget in UNEP's accounting report. UNEP intends to address these weaknesses in 2011.

UNEP has no anti-corruption policy of its own, but adheres to the rules of the UN Secretariat. OIOS carries out regular inspections within UNEP. Sanctions for fraud are clearly set out in the Staff Rules drawn up by the UN.

Confidentiality and/or anonymity (depending on the whistleblower's wishes) are protected in the reporting process. When suspected fraud is reported, OIOS will initiate an independent investigation. The Governing Council receives a copy of reports prepared by OIOS.

In 2008-2009, UNEP launched an internal reform process that led to the preparation of a Medium-Term Strategy (MTS), which came into force in 2010. The stated goal of the MTS is for UNEP to break down its "silo thinking" and abandon the established practice of individual divisions determining their own priorities. Prior to the MTS, there was little interaction between the divisions. Some improvements can be identified

2. Assessments: Results, effectiveness and monitoring

UNEP has clear potential for improvement in terms of its results-related efforts, particularly as regards the introduction of more results-based management. Nevertheless, Norway considers the organisation to be a prominent contributor to setting the global environmental and development agenda through its analytical work. In Norway's view, therefore, UNEP plays an important role in achieving environmental and development goals.

There is a need to create a more results-oriented culture in the organisation. Although the latest UNEP reports indicate that the agency is taking the focus on results seriously, several challenges remain to be resolved in connection with how UNEP is to document results achieved with the help of UNEP's products and services. In order to highlight such results, results reporting must systematically document results at different levels (products and services, and effect at individual and societal