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**Governing Council
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Global Ministerial Environment Forum**

Nairobi, 20–22 February 2012

Item 4 of the provisional agenda*

Emerging policy issues: environment and development

Biennial programme of work and budget for 2012–2013

Report of the Executive Director

Addendum

Results of the review of the needs and potential of regional offices

Summary

By its resolution 65/162 of 20 December 2010, the General Assembly called for increased support to strengthen the human, financial and programmatic capacities of all the regional offices of the United Nations Environment Programme (UNEP). By paragraph 21 of its decision 26/9, the Governing Council requested the Executive Director, in consultation with the Committee of Permanent Representatives, to review the needs and potential of such offices in assisting countries in mainstreaming their environmental priorities and maintaining the strategic presence of UNEP at the national and regional levels, with the results of the review to be submitted to the Governing Council at its twelfth special session for its consideration. The present report has been prepared in response to that request.

* UNEP/GCSS.XII/1.

Background

1. Various intergovernmental bodies, such as the General Assembly and the Governing Council of the United Nations Environment Programme (UNEP), and some major intergovernmental conferences have taken decisions that provide the policy direction for the UNEP regional offices. These include:

- (a) Agenda 21, adopted at the United Nations Conference on Environment and Development, which was held in Rio de Janeiro, Brazil, from 3 to 14 June 1992. Paragraph 38.23 states that “the regional offices of UNEP should be strengthened without weakening its headquarters in Nairobi”;
- (b) The Plan of Implementation of the World Summit on Sustainable Development, which was held in Johannesburg, South Africa, from 26 August to 4 September 2002, Paragraph 158 states that “implementation of Agenda 21 and the outcomes of the Summit should be effectively pursued at the regional and subregional levels, through the regional commissions and other regional and subregional institutions and bodies”. Paragraph 159 states that “intraregional coordination and cooperation on sustainable development should be improved among the regional commissions, United Nations Funds, programmes and agencies, regional development banks and other regional and subregional institutions and bodies. This should include, as appropriate, support for development, enhancement and implementation of agreed regional sustainable development strategies and action plans, reflecting national and regional priorities”;
- (c) General Assembly resolution 65/162 of 20 December 2010, by which the General Assembly called for increased support to strengthen the human, financial and programmatic capacities of all UNEP regional offices;
- (d) Decisions of the UNEP Governing Council:
 - (i) 17/28: UNEP and the strengthening of the regional offices;
 - (ii) 18/1: The role and priorities of UNEP, specifically paragraph 2 (i), on developing regional programmes for the environment;
 - (iii) 18/38: Regional representation;
 - (iv) 18/39: Regional programmes;
 - (v) 19/31: Strengthening of the regional offices of UNEP;
 - (vi) 20/39: Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization;
 - (vii) 22/8: Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation, specifically paragraph 14, by which the Governing Council urged the Executive Director to take steps to support the regional offices as appropriate in the development and implementation of capacity-building programmes that would assist in promoting regional arrangements for dealing with environmental emergencies;
 - (viii) 22/21: Regional implementation of the programme of work of UNEP;
 - (ix) 24/1: Implementation of decision SS.VII/1 on international environmental governance, specifically paragraph 5 of section II, by which the Governing Council requested the Executive Director to strengthen UNEP regional offices in order to contribute to the implementation of the Bali Strategic Plan for Technology Support and Capacity-building.

2. UNEP currently has six regional offices:

- (a) Regional Office for Africa, located in Nairobi. It also has affiliated offices: in Addis Ababa, to liaise with the African Union, the Economic Commission for Africa and the Government of Ethiopia; and in Pretoria, to liaise with the secretariat of the New Partnership for Africa’s Development, the Southern African Development Community and the Government of the Republic of South Africa;
- (b) Regional Office for Asia and the Pacific, located in Bangkok, with an affiliated country office in Beijing;
- (c) Regional Office for Europe, located in Geneva, with an affiliated office in Brussels to liaise with the European Union, and an affiliated country office in Moscow. The interim secretariat of the Framework Convention on the Protection and Sustainable Development of the Carpathians, which

is provided by UNEP, is based in Vienna and liaises with United Nations agencies and other international organizations based there;

(d) Regional Office for North America, located in Washington, D.C.;

(e) Regional Office for Latin America and the Caribbean, located in Panama City, with affiliated country offices in Brasilia and Mexico City;

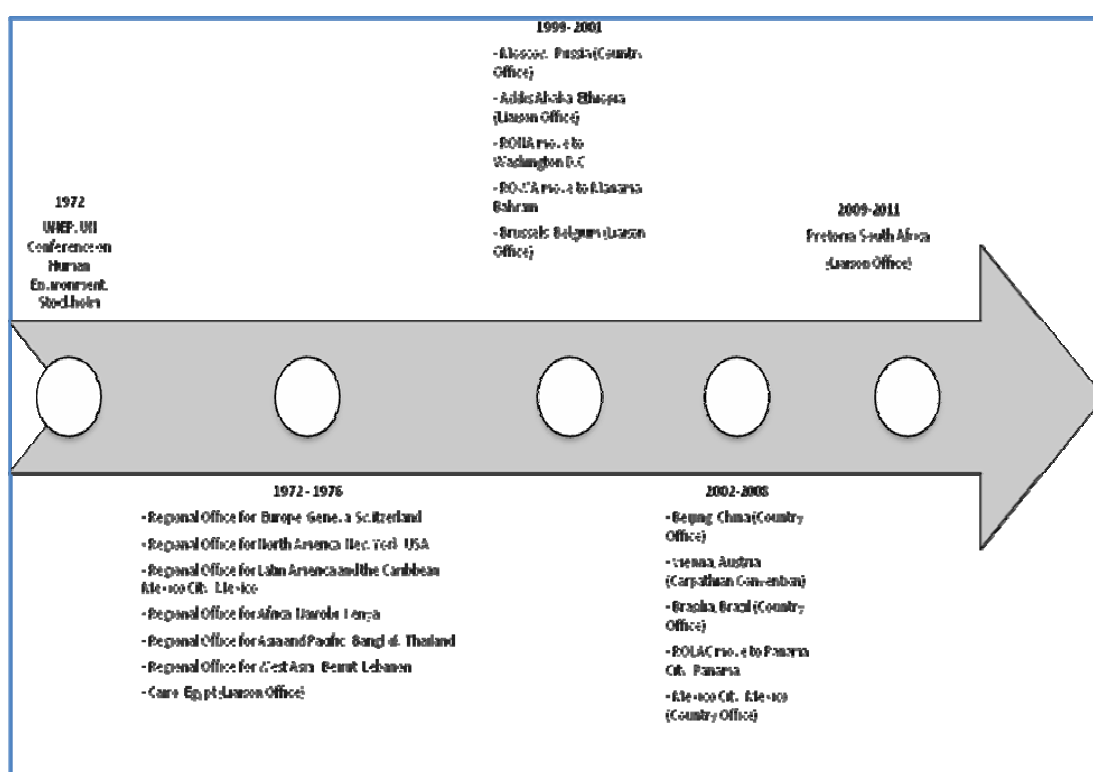
(f) Regional Office for West Asia, located in Manama, with an affiliated office in Cairo to liaise with the League of Arab States.

3. In addition, the New York office links to United Nations Headquarters and agencies based in New York, facilitates contact with the United Nations Secretariat and participates in various United Nations processes (United Nations System Chief Executives Board for Coordination, high-level committees on programmes and management) and the United Nations Development Group.

4. Figure I shows the various milestones in terms of the establishment and movements of the UNEP regional offices and associated liaison and country offices.

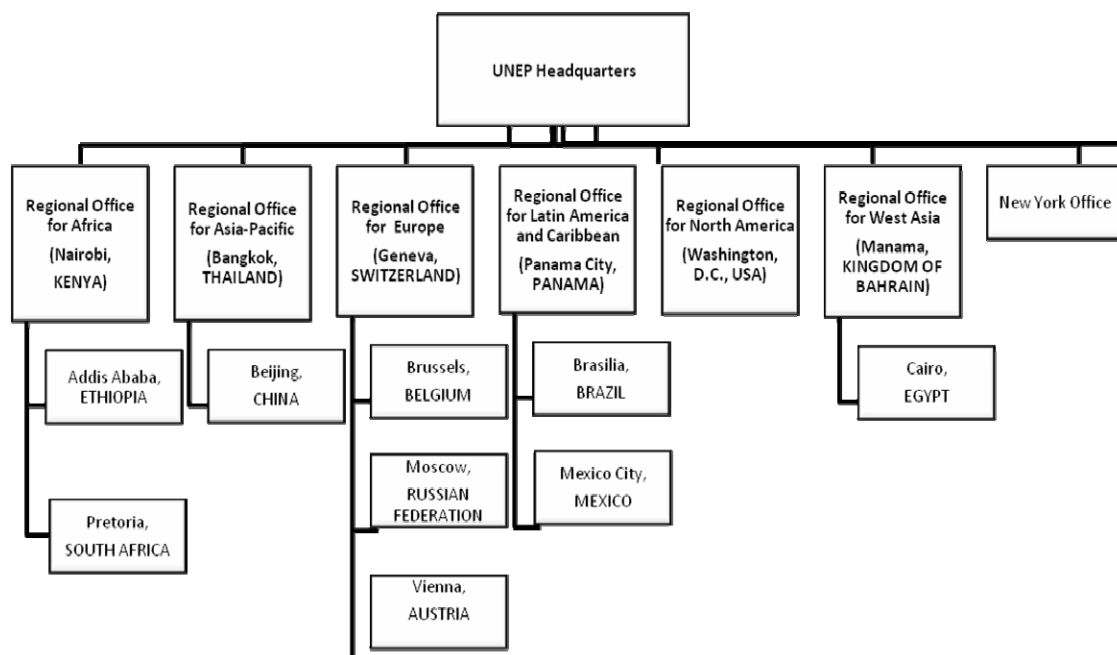
Figure I

Milestones in the establishment and movements of the UNEP regional offices and associated liaison and country offices



5. Figure II shows the current layout of the regional offices and associated liaison and country offices. Various project offices that exist in countries, such as Afghanistan, Haiti and the Sudan, are excluded from the present report since they are either not affiliated to the regional offices or do not report to them.

Figure II
Current layout of regional offices and associated liaison and country offices



6. By its decision 26/9, the UNEP Governing Council approved the programme of work and budget for the biennium 2012–2013. In paragraph 21 of that decision, it requested the Executive Director to review the needs and potential of the UNEP regional offices in assisting countries in mainstreaming their environmental priorities and maintaining the strategic presence of UNEP at the national and regional levels, with the results of the review to be submitted to the Governing Council at its twelfth special session for its consideration.

7. In response to that request, UNEP commissioned the present report based on comprehensive interviews with over 40 UNEP senior managers, the secretariats of the multilateral environmental agreements administered by UNEP and UNEP collaborating centres; a review by an independent consultant; consultations with the Committee of Permanent Representatives in order to gather the views of the UNEP member States; a background review of relevant United Nations and UNEP documents; and a review of current financial and human resources, including organizational structures.

8. The analysis herein is based on data from three bienniums (2006–2007, 2008–2009 and 2010–2011). Such a sample demonstrates and allows for a coherent study of the development of the regional offices following the adoption of the medium-term strategy for 2010–2013 in February 2008, the strategic presence policy in January 2009 and the programmes of work for 2008–2009 and 2010–2011 in February 2007 and February 2009, respectively.

9. Chapter I provides a brief description of the context in which the UNEP regional offices work, particularly their development in the context of the strategic presence policy and the medium-term strategy. Chapter II gives specific examples of UNEP progress achieved through the regional offices. Chapter III describes the evolution of the regional offices and associated liaison and country offices in terms of financial and human resources. Chapter IV describes the regional offices' current needs and potential and chapter V suggests a way forward.

I. Direction of the regional offices

10. At its tenth special session, the UNEP Governing Council authorized the Executive Director to use the medium-term strategy in formulating the strategic frameworks and programmes of work and budgets for 2010–2011 and for 2012–2013 and as a means to encourage coordination among UNEP divisions.

11. The UNEP presence at the regional and country levels was a key topic of discussion in the operationalization of the strategy, in particular the following three key issues:

(a) What would be the role and function of the UNEP presence in the regions in relation to headquarters?

(b) What would be the reporting relationship between staff across UNEP offices?

(c) Where, how and when would UNEP strengthen its presence in selected strategic locations?

12. The strategic presence policy was approved in January 2009 to respond to those key questions and to provide a mechanism for the effective implementation of the medium-term strategy from 2010. The policy states that “UNEP’s move towards a strategic presence model will be guided by the objective to deliver on One UNEP-wide Programme of Work (PoW) in a coherent, coordinated and integrated manner by all components of the Secretariat, in the most efficient and cost effective manner”. The following principles formed the basis for the transition:

(a) Strengthen the global thematic competence and expertise, including scientific expertise, of UNEP through its divisions;

(b) Strengthen the regional capacity of UNEP to deliver the programme of work, including through an enhanced physical presence at the regional and country levels;

(c) Present a consistent and coherent regional and country image as “One UNEP” and not as a collection of divisions and offices;

(d) Ensure that both global and regional initiatives and activities are developed and take place in the regions as a result of close coordination and consultation between the divisions and the regional offices.

13. The strategic presence policy sets out the guiding objectives and principles of the regional offices, country offices and liaison offices for the period 2010–2013; the delivery mechanisms; and the key issues that need to be tackled. Figure III summarizes how the functions of regional offices evolved before and after the adoption of the policy.

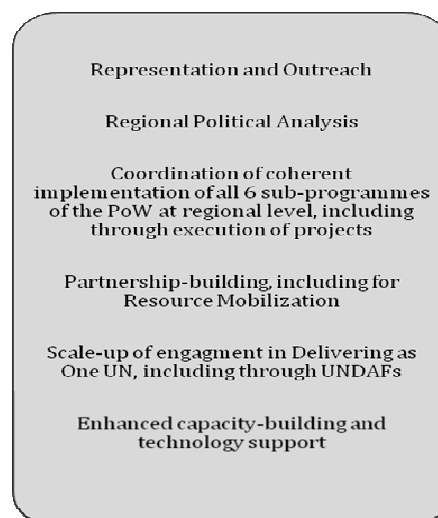
Figure III

Evolution of the functions of regional offices before and after the adoption of the strategic presence policy

Before the adoption of the policy



After the adoption of the policy



14. Currently, slightly more than three years after the adoption of the strategic presence policy, UNEP has made incremental yet significant progress on several of these principles and much of the enhanced roles and functions set out by the policy have become reality.

15. Most notably, the capacity of UNEP to contribute towards the effective delivery of the programme of work at the regional level has been strengthened significantly, as shown by the strategic growth of financial and human resources in the regional offices. The offices, now better equipped with additional staff with specific and high-level thematic expertise, are playing an increasingly crucial role as brokers of UNEP activities at the regional and country levels. They are instrumental in bringing in national needs and priorities into the implementation of the programme of work.

16. Within the scope of available resources, UNEP has made strides in building the “One UNEP” approach at the regional and national levels and in coordinating and supporting coherent implementation of the six subprogrammes of the programme of work at the regional and national

levels, while realizing that it has room for improvement in aligning and communicating between the parts of the organization, in particular between substantive divisions and regional offices. Various successful examples exist of regional initiatives and activities, in the areas of project coordination and support, coordination of regional networking, convening and secretariat responsibilities, and acting as a regional focal point for many of the multilateral environmental agreements.

17. UNEP has taken the strategic presence policy as a starting point for further building its capacity at the regional level and in selected countries, so as to be more responsive to country needs, as stipulated in the Bali Strategic Plan for Technology Support and Capacity-building. Among others, reporting relationships have been amended, and physical presence in regions has been strengthened to reflect the strategic intent of UNEP.

18. The core achievements of the regional offices include facilitating the implementation of the programme of work and convening regional and subregional forums. Among other things, the regional offices have solid expertise in facilitating science-policy linkages, supporting the development and implementation of multilateral environmental agreements, providing policy advice and regional assistance programmes, and building networks at the regional and national levels. In addition, the offices have selected technical expertise linked to the subprogrammes of the programme of work.

II. Results achieved through strengthened regional offices

19. The present chapter provides summary examples of the impacts of UNEP work through the regional offices, mainly focusing on activities where regional offices have had a lead role in contributing towards greater achievement. As such, many examples are indicative of the role that the regional offices have played in the overall efforts by UNEP to implement the programme of work. It is not intended to be a comprehensive list of achievements describing every activity in each regional office and is not a description of the overall impact of UNEP activities.

A. “One UNEP” in the context of “Delivering as one”

20. The acceleration of regional integration and cooperation processes has prompted the United Nations system to strive to lay greater emphasis on coherent engagement at the regional and national levels through regional coordination mechanisms, regional United Nations Development Group teams (formerly regional directors teams) and other mechanisms. UNEP, as a United Nations entity that typically has no physical presence at the country level, is represented by the regional offices vis-à-vis member States, United Nations organizations and other partners in the regions and countries.

21. The “One UNEP” approach has been achieved by integrating all the subprogrammes of the programme of work into regional offices through both outposted and regional office core staff members. This has significantly improved the way in which UNEP delivers its support to countries coherently as “One UNEP” within the context of the “One United Nations” initiative.

22. Building on the “One UNEP” approach, UNEP has contributed to “Delivering as one” at the country level in several ways, including through strategic and selected engagement with country-level United Nations Development Assistance Framework processes, and through liaison with the United Nations Development Group and its regional mechanisms. Through its regional presence, to date UNEP has provided various types of contributions to Framework processes in 78 countries: Framework agreements with 48 countries have been signed and agreements with another 30 countries are being negotiated. For example, in the Republic of Moldova, the Regional Office for Europe contributed analysis of country priorities in respect of environmental sustainability and assisted in the formulation of outcomes in respect of climate and environment.

23. One of the most appreciated contributions by UNEP towards Framework formulation is the preparation of national environment summaries. Formulated based on the Global Environment Outlook methodologies, these summaries provided United Nations country teams in 18 countries with critical environmental situation analyses that were crucial to mainstreaming the environment into Framework programming processes. Nine additional summaries are under preparation.

24. Another contribution by UNEP takes the form of joint projects and programmes undertaken with other United Nations agencies. Particularly noteworthy is the Poverty and Environment Initiative, implemented in partnership with the United Nations Development Programme (UNDP). Other examples are the joint efforts between UNEP, UNDP, the World Bank and the European Bank for Reconstruction and Development on the Global Environment Facility (GEF) Arctic Agenda 2020 programme, UNEP collaboration with UNDP and the Food and Agriculture Organization of the United Nations on the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries, or the Environment and Security

Initiative, with UNDP, the Economic Commission for Europe, the Organization for Security and Cooperation in Europe, the North Atlantic Treaty Organization and the Regional Environment Center for Central and Eastern Europe.

25. Other specific examples of results include:

- (a) Work in Albania, where UNEP is coordinating the environment pillar as part of the “One United Nations” initiative;
- (b) Work in Cape Verde, where UNEP conducted a national climate change vulnerability assessment as part of the United Nations joint programme;
- (c) Work in the United Republic of Tanzania, where UNEP is implementing activities related to climate change and law enforcement under the Tanzania One UN Fund;
- (d) Work in Uzbekistan, where UNEP, with its Environment and Security Initiative partners, provides technical assistance, policy support and capacity-building to reduce disaster impacts and to manage transboundary mining and radioactive waste under the country’s United Nations Development Assistance Framework process;
- (e) Support to United Nations country teams in mainstreaming environmental sustainability and climate change in Djibouti, Egypt, the Gambia, Ghana, Guinea and Mozambique.

B. Responsiveness to regional and national needs and priorities

26. Major international development policy directives that are of great significance to UNEP include Agenda 21, the Plan of Implementation of the World Summit on Sustainable Development, the United Nations Millennium Declaration and the Millennium Development Goals. The Bali Strategic Plan for Technology Support and Capacity-building was adopted by the Governing Council in February 2005 as an intergovernmentally agreed framework for strengthening the capacity of Governments in developing countries, and in countries with economies in transition, coherently to address their needs, priorities and obligations in the field of the environment. The Plan represented a clear signal from Governments that UNEP should become more responsive to country needs by scaling up the delivery of support in areas where it had comparative advantages; establishing partnerships that facilitated delivery on the ground; and strengthening South-South cooperation, North-South cooperation and triangular cooperation. This was further reinforced by the medium-term strategy and the two associated programmes of work.

27. The regional offices have been playing an increasingly critical role in matching the intent and scope of UNEP projects with regional and country needs and priorities. This focus on regional and country needs and the established mandate and comparative advantage of UNEP as the global authority on science-based policy development are interdependent.

28. UNEP responds to country needs not only in a development setting, but also through consultation and advisory functions with industrialized countries. The regional offices in Europe, North America and Asia and the Pacific play a key role in this function.

29. The regional office structure must also be seen in the context of the Paris Declaration on Aid Effectiveness: Ownership, Harmonisation, Alignment, Results and Mutual Accountability (2005), the Accra Agenda for Action (2008), the Programme of Action for the Least Developed Countries for the Decade 2001–2010 (2001), the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (2011) and the Busan Partnership for Effective Development Cooperation (2011), which encourage more country-based and national delivery to fill implementation gaps.

30. The outcome of the fourth High-Level Forum on Aid Effectiveness, held in Busan, Republic of Korea, from 29 November to 1 December 2011, reaffirmed the principles of ownership of development priorities by developing countries, focus on results, inclusive development partnerships and transparency and accountability to one another, by which UNEP work at the regional and country levels will be guided. Within this setting, areas where UNEP, often through its regional offices, has played a key role include the provision of objective and authenticated science-based information and expert advice to countries and regional and subregional forums. Through such support, UNEP has assisted them in coordinating and achieving policy consensus; managing transboundary natural resources and ecosystems, such as water and forests; and in promoting South-South cooperation as an essential mechanism designed to enhance UNEP ability to deliver capacity-building and technology support activities.

31. UNEP also plays convening, advisory and informational roles in responding to country needs, for example, through the Regional Office for Africa’s work with the Africa Ministerial Conference on the Environment and the African Ministers’ Council on Water.

32. The role of UNEP in GEF is another component of UNEP work that increases responsiveness to country needs, in particular through the placement of UNEP task managers in regional offices. Such managers have strengthened project management expertise in the regional offices and act as a valuable link to country-level environment activities. This role also enables UNEP to engage with other GEF agencies on joint GEF projects, and to work with countries to programme GEF resources at the national level. More than 65 per cent of the UNEP/GEF portfolio consists of single or multiple country projects (in over 150 countries), with considerable emphasis on technical assistance and capacity-building at the regional, national and local levels.

33. Other examples of UNEP responsiveness at the country and regional levels include:

(a) In Iraq, where the Regional Office for West Asia supported the Ministry of Environment in its preparations to sign and ratify numerous multilateral environmental agreements;

(b) The strengthened integration by the Poverty and Environment Initiative of poverty, environment and climate change concerns into national and subnational policy and planning processes in six countries in Asia and the Pacific. Results have been achieved in Bangladesh, Bhutan, the Lao People's Democratic Republic and Nepal;

(c) Collaboration of the Regional Office for North America, the Regional Office for Latin America and the Caribbean and the Division of Environmental Policy Implementation in developing an interregional network of experts on whale migration to share information and best practices to enhance protection measures. This example also shows that regional projects can consist of activities in more than one region;

(d) Organizing round-table discussions on sustainable consumption and production across all regions.

C. Leveraging strategic partnerships

34. The commitment of UNEP to tackling environmental issues through partnerships has been instrumental in its success. By tapping into the scientific community's knowledge and expertise, UNEP has kept the world informed of emerging environmental issues. By working with Governments, it has helped to shape environmental policy agendas at the global, regional and national levels. It has also assisted in developing States' capacity to deliver on their environmental commitments, including gaining access to funds and technical support to meet their obligations under multilateral environmental agreements through GEF. By forging alliances and developing GEF projects with major groups and stakeholders, civil society and other non-State actors, UNEP has helped to raise the profile of environmental issues and facilitated the adoption of new and innovative approaches to addressing environmental challenges in an integrated manner. By working with the business community and the private sector, UNEP has encouraged corporations to take greater responsibility for their environmental footprint and that of the partners with whom they do business.

35. At the regional and national levels, the regional offices engage various partners for multiple purposes in line with the revised UNEP partnership policy and procedures (October 2011). Current key partners encompass regional and subregional multilateral organizations, bilateral country partners, major groups and stakeholders and civil society, and other United Nations organizations, including multilateral environmental agreement secretariats. Good examples of work with the last-mentioned are the regional compliance assistance programmes for the Montreal Protocol on Substances That Deplete the Ozone Layer and the work of the multilateral environment agreement focal points in the regional offices in enhancing the implementation of the agreements at the regional, subregional and national levels and promoting synergized views among them.

36. Engagement with major groups has also been improved through annual regional major groups and stakeholder consultations.

37. In terms of good partnering activities, the following merit special mention:

(a) The scope of the annual major groups and stakeholder consultation meetings in the regions has expanded. For example, the Regional Office for Europe partnered with Women in Europe for a Common Future to convene a regional consultation meeting in Bonn, Germany, in September 2011, with participation of 100 representatives of major groups and stakeholders from 50 countries from Europe, the Caucasus and Central Asia. The final outcome statement, which also serves as input to the twelfth special session of the Governing Council, in February 2012, makes recommendations with regard to the green economy, the institutional framework for sustainable development, international environmental governance and the international implementation of Rio Principle 10, among others. Consultations with major groups and stakeholders have also included more focus on the UNEP thematic areas;

(b) The Fifth International Marine Debris Conference, which was co-organized by the National Oceanic and Atmospheric Administration of the United States of America and UNEP (the Regional Office for North America and the Division for Environmental Policy Implementation) in March 2011, brought together more than 400 marine debris scientists, government and industry representatives, artists and ocean advocates from around the world to tackle the ever-growing challenge of marine debris and the rising amounts of litter in the world's seas and oceans.

III. Human and financial resources of the regional offices

38. The strengthening of the regional presence of UNEP is demonstrated by the fact that the overall regional human resources increased by 32 per cent between the bienniums 2006–2007 and 2010–2011. Among other reasons for this increase, several divisions out-posted staff members to the regional offices to support the regional delivery of the programme of work in areas such as assessment and early warning, environmental governance, resource efficiency and climate change. As shown in table 1, the Regional Office for Asia and the Pacific, the Regional Office for Latin America and the Caribbean and the Regional Office for Africa have the largest number of staff for each consecutive biennium, mainly as a result of the number of countries covered by these offices, and their programmatic workload. For the biennium 2010–2011, a total of 259 staff members (approximately 20 per cent of UNEP staff) were working in the regional offices and the New York office.

Table 1

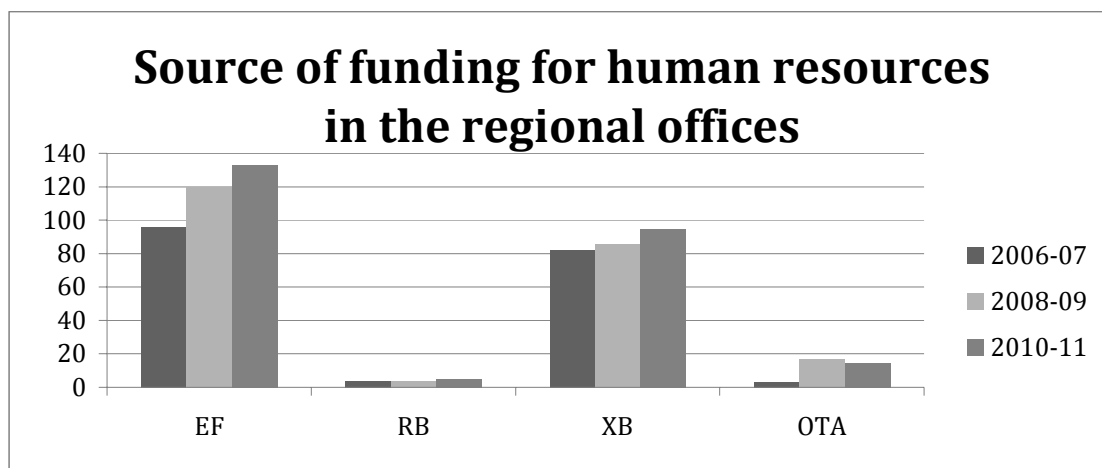
Human resources in the regional offices

	<i>Africa</i>	<i>Asia and the Pacific</i>	<i>Europe</i>	<i>Latin America and the Caribbean</i>	<i>North America</i>	<i>West Asia</i>	<i>New York</i>	<i>Total</i>	<i>Increase</i>
2006–2007	31	53	30	30	16	25	12	197	-
2008–2009	39	64	38	42	19	26	12	240	+22%
2010–2011	51	62	41	51	18	25	11	259	+8%

39. The increased number of staff in the Regional Office for Africa results from the following movements: regional Poverty and Environment Initiative (Africa) from the Division of Regional Cooperation to the Office; the project on climate change and development (Climate Change CC DARE) – adapting by reducing vulnerability from the Division of Technology, Industry and Economics to the Office; and an increase in outposted staff from divisions. The staff numbers for the Regional Office for Asia and the Pacific include the staff of the Coordinating Body on the Seas of East Asia and the regional staff of the Convention on the Conservation of Migratory Species. The staff numbers for the Regional Office for North America include the staff of the secretariat of the Scientific and Technical Advisory Panel of GEF. The increase in the number of staff members in the Regional Office for Europe mainly results from an increase in new project posts, while that in the Regional Office for Latin America is a result of the outposting of staff from divisions and project staff.

40. Figure IV demonstrates that funding for human resources in the regional offices has primarily been from the Environment Fund and extrabudgetary funds. Both sources of funding have, in most cases, increased staff growth over the three bienniums.

Figure IV

Human resources in the regional offices by source of funding

EF – Environment Fund; RB – regular budget; XB – extrabudgetary funds; OTA – Overhead Trust Fund account

41. Table 2 shows the funding categories of Professional staff in the regional offices. Most are core staff members administered by the Division of Regional Cooperation. While the number of those staff members increased by 30 per cent (75 staff to 58 staff), the number of Professional outposted staff from divisions saw the most significant increase (1,030 per cent) from 2006–2007 (four outposted Professional staff) to 2010–2011 (45 outposted Professional staff). Professional project staff increased by 20 per cent over the same period (from 32 to 39 staff members).

Table 2

Professionals in the regional offices

	Core	Outposted	Project staff (core and outposted)
2006–2007	58	4	32
2008–2009	71	49	29
2010–2011	75	45	39

42. In the light of the need to prioritize the use of resources as a result of budget restrictions and the importance of successfully delivering the programme of work for 2010–2011, it was decided in the strategic presence policy that the funds set aside for strengthening the strategic presence of UNEP should first be allocated to strengthening existing regional offices and their thematic capacity to deliver on the programme of work. Accordingly, a one-time amount of \$4 million was allocated from the Environment Fund to enhance the capacity of regional offices (including associated country offices and liaison offices) in 2010–2011.

43. Tables 3 and 4 show the total financial allocations for the regional offices, excluding staffing costs. Table 3 indicates that the Environment Fund allocations increased by 33 per cent from 2006–2007 to 2008–2009 and by 4 per cent from 2008–2009 to 2010–2011.

Table 3

Environment Fund allocations for the regional offices (excluding staff costs) (United States dollars)

Regional Office	ROA	ROAP	ROE	ROLAC	RONA	New York	ROWA	Total	Percentage change
2006-07	1,408,421	1,160,315	2,709,557	2,470,460	1,339,816	732,936	1,232,961	11,054,466	-
2008-09	1,821,761	2,006,563	3,688,946	2,747,418	1,812,100	1,070,555	1,515,202	14,662,545	33%
2010-11	1,673,805	2,453,102	4,130,887	2,634,350	2,141,315	879,713	1,389,417	15,302,589	4%

44. As shown in table 4, the extrabudgetary allocations for the regional offices rose by 22 per cent from 2006–2007 to 2008–2009 and by 37 per cent from 2008–2009 to 2010–2011.

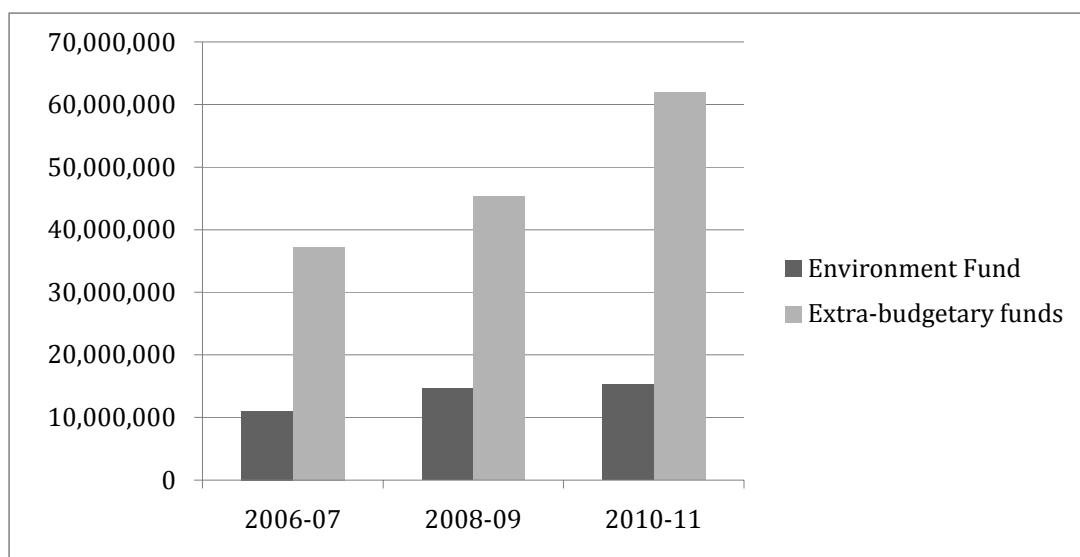
Table 4

Extrabudgetary allocations for the regional offices (excluding staff costs) (United States dollars)

Regional office	ROA	ROAP	ROE	ROLAC	RONA	New York	ROWA	Total	Percentage change
2006-07	10,441,436	9,194,193	3,104,939	11,636,689	541,545	0	2,284,740	37,203,542	-
2008-09	15,009,163	11,174,746	5,813,331	9,673,509	527,355	69,807	3,008,696	45,276,605	22%
2010-11	15,571,409	17,375,293	4,991,825	17,189,723	1,116,854	0	5,680,403	61,925,507	37%

45. Figure V indicates that both Environment Fund and extra-budgetary resources (excluding staff costs) increased during the period 2006–2011.

Figure V

Total Environment Fund and extrabudgetary allocations for the regional offices (excluding staff costs) (United States dollars)

46. Tables 5 and 6 show the financial allocations from the Environment Fund and extrabudgetary resources by divisions to the regional offices for the implementation of the programme of work in 2010–2011 (excluding staff costs). These resources, which complement many of the funds for activities at the regional and country levels managed centrally by divisions, have increased over time.

Table 5

Environment Fund allocations from divisions to the regional offices for 2010–2011¹

Division	NY	ROA	ROAP	ROE	ROLAC	RONA	ROWA	Grand Total
DCPI	0	0	0	0	0	0	0	0
DELC	0	22,842	455,099	1,825,775	417,304	0	20,947	2,741,967
DEPI	0	1,000	0	0	8,173	0	0	9,173
DEWA	0	239,741	160,922	0	325,395	792,370	178,151	1,696,578
DRC	879,713	1,325,222	1,786,231	2,305,112	1,782,790	1,348,945	1,190,319	10,618,333
DTIE	0	85,000	50,850	0	100,688	0	0	236,538
Grand Tot	879,713	1,673,805	2,453,102	4,130,887	2,634,350	2,141,315	1,389,417	15,302,589

¹ The data presented have been derived from the suballotments by divisions to the regional offices organizational units and may not include allocations executed directly by the divisions in the regional offices outside the regional offices organizational unit suballotments. The data for 2011 are based on preliminary information of allotments as at October 2011 and the final figures will be available only after closure of the 2010-2011 financial accounts.

Table 6

Extrabudgetary allocations from divisions to the regional offices for 2010–2011

Division	NY	ROA	ROAP	ROE	ROLAC	RONA	ROWA	Grand Total
DCPI	0	84,507	272,785	206,006	80,994	428,453	0	1,072,746
DELC	0	0	422,535	434,749	1,181,004	0	0	2,038,289
DEPI	0	472,008	407,023	23,037	2,276,426	234,500	995,038	4,408,032
DEWA	0	1,106,328	231,631	0	261,608	80,709	0	1,680,276
DRC	0	5,115,223	5,058,659	4,313,033	5,928,397	373,193	412,886	21,201,390
DTIE	0	8,793,342	10,982,659	15,000	7,461,294	0	4,272,479	31,524,774
Grand Total	0	15,571,409	17,375,293	4,991,825	17,189,723	1,116,855	5,680,403	61,925,507

IV. Potential and needs of the regional offices**A. Potential**

47. The recent achievements of UNEP are in part a result of the significant strengthening of the regional offices. The successes described herein show a positive trend towards responding to country needs through regional and national forums, and through proactive implementation of the medium-term strategy. Given these successes, the review of the needs and potential of the regional offices has found that UNEP can accomplish even more through additional strengthening efforts.

48. The regional offices can add more value to the next medium-term strategy through more direct and collaborative engagement in the planning process so that the new strategy reflects priorities and needs from the regions. Furthermore, within the scope of the programme of work, the regional offices can play an increasingly important role in facilitating the provision of integrated solutions, drawing upon expertise, services and support available from multiple subprogrammes in order for UNEP to respond coherently to regional and country needs. A more responsive and coordinated programme of work will lead to acceleration of capacity-building and technology support at the regional and national levels. In particular, the experience acquired to date indicates that regional offices can be extremely instrumental in the following areas:

- (a) Providing environmental assessment input for national policy and planning processes;
- (b) Mainstreaming environmental sustainability and the green economy in national policy, planning and budgeting processes;
- (c) Strengthening national environmental governance and coordinating multilateral environmental agreement implementation;
- (d) Operational demonstration through joint programming (resource efficiency, ecosystems management, climate change mitigation and adaptation, governance of international waters, etc.).

49. UNEP has supported the environmental dimensions of sustainable development through direct engagement with United Nations Development Assistance Framework processes at the country level and through the United Nations Development Group at the global and regional levels. Building on this involvement in “Delivering as one” processes, UNEP has an opportunity further to strengthen its niche through its regional presence in the areas of information, expertise and policy advice on transboundary environmental issues; multilateral environmental agreement coordination; and continued direct involvement with selected Framework processes and support to the Development Group regional coordination mechanisms. The potential role of the regional offices in this regard will be explored.

50. UNEP has succeeded in providing support and advice while working with the African Ministerial Conference on the Environment and other regional forums to assist them to build policy coherence and consensus on key issues and processes. Drawing on these examples, UNEP can broaden its advisory and supportive role towards other regional and subregional entities to assist consensus-building and decision-making in environmental policy.

51. The regional offices have already established themselves as the credible presence of UNEP in the regions through their representational role and by virtue of the niche of UNEP in the development of science-based environmental policy. UNEP can add to this foundation by enhancing its subprogrammes and projects validated and enriched with more in-depth regional political analysis of environmental challenges done by the regional offices. This will improve the relevance and effectiveness of UNEP support and engagement at the country level. Similar regional political analysis and validation is valuable during the development of UNEP flagship products such as the Global

Environment Outlook report series, its regional analytical parts and related specialized regional, national and thematic publications.

52. Building on its unique regional presence, further potential exists for UNEP to forge and optimize partnerships in various arenas, including with Governments, the private sector and other major groups. These partnerships should strategically leverage the core skills of UNEP in science and policy, and should lead to the scaling up of UNEP projects.

B. Needs

53. Drawing on the data provided herein, and looking at the existing successes and further potential of UNEP, the needs of the regional offices can mainly be described in terms of opportunities to take a more leading role in ensuring the relevance and coherence of UNEP engagement at the regional and country levels in addition to playing a supportive role in efficient delivery of the programme of work.

54. Tangible improvements that are needed include a continued increase in the regional offices' efficiency and effectiveness. This would encompass the strengthening of the human and financial resources, not only in terms of quantity but also the quality and skills mix in order better to coordinate and deliver the programme of work in the regions.

V. Way forward

55. The recommendations set out below are based on the mandate prescribed by the medium-term strategy and the strategic presence policy, existing accomplishments, financial and human resource conditions, and other analysis of the needs and potential of the regional offices. They also take into account current processes linked to the United Nations Conference on Sustainable Development, strengthening of sustainable development and international environmental governance, the review of the Millennium Development Goals after 2015 and the strengthening of the regional dimension of the work of the United Nations and of other international organizations and processes in individual regions.

56. UNEP should endeavour to establish a clear business model and processes for its engagement at the regional and country levels that would be applied in developing and implementing the new medium-term strategy and the programmes of work. The model and processes should seek to optimize the regional offices' particular comparative advantages, such as ensuring optimal programme coordination for integrated delivery of the subprogrammes, playing a lead facilitator role in supporting countries in tackling transboundary environmental matters, in providing policy-oriented scientific and other assessments, in assisting the strengthening of national environmental governance. In building an enhanced business model, UNEP should be fully cognizant of the policy directive of "Delivering as one", and should continue its pursuit of strategic partnerships with other United Nations agencies.

57. UNEP should continue to pursue an incremental approach in strategic presence policy implementation within its means, in particular in terms of financial resources. Based on the analyses described herein, UNEP should formulate short-term and medium-term plans to fill the capacity gaps and further strengthen the regional offices' efficiency and effectiveness.