

RECOMMENDATIONS

Recommendation 1. UNDP should demonstrate more clearly the pursuit of its defined mandate in environment and energy rather than the specific priorities of a limited number of major donors or funds.

- UNDP must formulate its strategic environment and energy priorities in response to its mission and capabilities, as well as to the national sustainable development priorities of its partner countries. It should start to build coherent corporate plans for the environment and energy in the context of sustainable development. UNDP must mobilize and allocate resources that support these plans, rather than choosing priorities and activities opportunistically based on the availability of funding.
- UNDP should reformulate strategic environment and energy priorities, identify resource gaps and present these to donors. In particular, the plans should (i) identify national sustainable development priorities not eligible for GEF funding and indicate how they will be addressed, especially in LDCs and small island developing states; (ii) make overall resource allocations among countries and topics based on actual needs and opportunities; and (iii) develop a coherent UNDP-wide energy strategy that identifies a realistic niche for the organization reflecting needs in the poorest countries.
- To monitor progress in the above areas, UNDP should regularly report on the source and allocation of financial and human resources to the goals, priorities and programmes adopted.

Recommendation 2. UNDP should assume a proactive role to respond to national priorities.

- UNDP should strengthen its policy dialogue with programme countries to better identify national sustainable development priorities,

in particular in LDCs and small island developing states. It should also advocate and seek opportunities to incorporate environment and energy concerns into national development plans and programmes and develop country-level capacities to work on these.

- In developing the country programme document with the governments, UNDP should conduct periodic stocktaking of country-level environment and energy portfolios. Partners should be invited to participate in the reviews. In countries where governmental capacity is limited, UNDP should encourage collaboration with and enhanced roles for capable individuals and organizations outside government.

Recommendation 3. UNDP should identify and implement institutional arrangements and incentives to promote the mainstreaming of environment throughout all major practice areas.

- UNDP should incorporate environment and energy within its main practices of poverty reduction, democratic governance and crisis prevention and recovery. This will require leadership and commitment at all levels of the organization, not only within the environment and energy practice.
- Mainstreaming will require strong partnerships with governments, other United Nations organizations and other actors active in the field, such as civil society and academic organizations which UNDP must foster.
- UNDP should accelerate the transition of climate change adaptation from an environmental issue to a mainstream development concern that engages the entire organization. Climate change adaptation should be considered as a flagship priority for UNDP as a whole.

Recommendation 4. UNDP should identify options for strengthening the environment and energy capacities of the country offices.

- UNDP should intensify existing efforts to focus resident representatives' attention on environment and energy as a key component of sustainable development and build their individual capacities in these areas.
- UNDP should consider establishing new positions, upgrading existing posts and increasing the availability of staff based in the regional centres.
- UNDP should explore improvements in longer term career opportunities for technical specialists currently based at the regional centres and country offices.