This Implementation Framework outlines core operating procedures for UNEP FI’s Governance Bodies established under the Governance Framework (April 2016):

- AGM
- Global Steering Committee (GSC)
- Industry Committees (ICs) – Banking, Insurance and Investment
- Thematic Advisory Boards (TABs)
- Regional Advisory Boards (RABs)

This document provides programming and decision-making guidance for implementing the Initiative's work. It addresses the relationships and interactions between the Governance Bodies in relation to:

1. Strategic orientation & work programme development
2. Guiding principles for strategic decision-making on work programme issues
3. Partner & donor engagement.
STRATEGIC ORIENTATION & WORK PROGRAMME DEVELOPMENT

STRATEGIC FRAMEWORK

The strategic orientation of UNEP FI’s high-level objectives and approaches is captured in the Initiative’s Strategy¹ which is reviewed every three years under the stewardship of the Global Steering Committee. The process outlined below describes how the strategy is developed.

Review process:

i. The GSC, supported by the Secretariat, evaluates the existing strategy and provides direction for revisions to the Strategic Framework.

ii. Industry Committees, including the Thematic and Regional Advisory Boards, review the draft revised Strategic Framework and provide recommendations to the GSC.

iii. For any outstanding issues the relevant Industry Committee is invited to discuss directly with the GSC.

iv. All FI members are consulted on the strategic framework.

v. The strategy is presented for final approval to the GSC and the AGM.

HIGH-LEVEL AND INDUSTRY WORK PROGRAMMES

UNEP FI’s activities and deliverables to operationalize and implement the UNEP FI Strategy are captured in its Industry Work Programmes to be developed, monitored and reviewed annually.

Review process:

i. The three Industry Committees, with input from the Thematic and Regional Advisory Boards, develop Industry Work Programmes. All planned thematic and regional activities and deliverables are included in one or more of the Industry Work Programmes.

ii. The three Industry Committees with the Secretariat will develop a single UNEP FI budget and resource plan to accompany the Industry Work Programmes.

iii. Representatives of the GSC and the Industry Committees jointly review and align the Industry Work Programmes.

iv. High-Level Work Programme is prepared to synthesize the three Industry Work Programmes.

v. High-Level Work Programme is reviewed and approved by the GSC.

vi. High-Level Work Programme is presented for decision-making at the AGM.

vii. Industry Committee Co-Chairs report annually to the GSC on implementation progress towards the delivery of the High-Level Work Programme and any significant changes to the specific Industry Work Programmes. These reports provide an opportunity to table any items for decision-making, for instance regarding the initiation or discontinuation of initiatives or activities covered by an existing Industry Work Programme.

¹ First edition to be developed in 2017
2. GUIDING PRINCIPLES FOR STRATEGIC DECISION-MAKING ON WORK PROGRAMME ISSUES

UNEP FI’s uniqueness lies in its positioning across a variety of financial sector players (cross-industry), themes (cross-cutting) and geographies (cross-regional). The following Guiding Principles should be taken into consideration by the governance bodies when making decisions on significant initiatives included in work programme development.

- **Value** for both UNEP FI member FIs and for UNEP, either immediate or over time.\(^2\)
- **Alignment** with UNEP FI agreed focus areas as per GSC/AGM decisions for the period as captured in the UNEP FI Strategic Framework.
- **Additionality** and complementarity with respect to work in course at UNEP FI and/or elsewhere.
- **Impact** potential for catalyzing and scaling up members’ contribution to mobilizing finance to foster a more sustainable economy and helping to shape the global sustainable finance agenda.
- **Competence** and capacity of UNEP FI to deliver – i.e. due consideration needs to be given to the necessary human, financial and political resources required.
- **Reputation** of key organizations involved with a view to UNEP FI not entering into a partnership that could pose a significant reputation or other associated risks.

The above Guiding Principles apply to all significant proposed UNEP FI activities regardless of the funding source. Discontinuation of existing activities may be decided should the above criteria cease to be met or the line of work failing to produce the desired outcomes.

Members of governance bodies will declare any personal or commercial conflicts of interest where relevant to decision-making on work programmes.

\(^2\) [http://www.unepfi.org/benefits/](http://www.unepfi.org/benefits/)
PARTNER & DONOR ENGAGEMENT

UNEP FI’s work can only be delivered with the strategic involvement of partners and donors. Independently of whether these are proactively sought out by UNEP FI or whether they approach UNEP FI in the first instance, partner and donor relations should be established on the basis of one or a combination of the following strategic objectives:

- Outreach – for instance local or regional institutions that will consolidate the outreach and penetration of UNEP FI on the ground (e.g. industry associations)
- Expertise – i.e. institutions that will provide expertise and networks of critical importance to a given line of work, programme or project (e.g. specialized committees, networks, think tanks, etc.)
- Resource mobilization – typically donors and foundations but possibly other types of supporters, whose financial or in-kind input enables the production of specific outputs.
- Visibility – i.e. institutions or platforms that will lend additional visibility to UNEP FI’s work (e.g. global partnerships with leading multilateral financial institutions or networks)

The establishment of partner and donor relations should be enacted as an integral part of Work Programme delivery and in line with the UNEP FI Strategic Framework. Hence any activities undertaken jointly must be aligned with the Guiding Principles described above. UNEP FI must not enter into a partnership that could pose a significant reputation or other associated risks.

Partner and donor relations will be managed through specific instruments, ranging from UNEP FI’s Supporting Institution status, to MoUs, to donor agreements. All legal documentation falls within the remit of UNEP rules and regulations.