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**Medium-term strategy, programme of work and budget, and
other administrative and budgetary issues: proposed
programme of work and budget for the biennium 2018–2019**

**Proposed programme of work and budget for the biennium
2018–2019**

Report of the Executive Director

Summary

The present report sets out the proposed programme of work and budget for the biennium 2018–2019, reflecting the outcome of consultations with the Committee of Permanent Representatives to the United Nations Environment Programme. Without prejudice to further work that might be undertaken by the Committee of Permanent Representatives on this matter, the proposed programme of work and budget are being submitted to the United Nations Environment Assembly for its consideration.

* UNEP/EA.2/1.

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I. Introduction

1. The Executive Director of the United Nations Environment Programme (UNEP) hereby submits the programme of work for the biennium 2018–2019 for approval by the United Nations Environment Assembly of UNEP at its second session, in May 2016. The programme of work is guided by the medium-term strategy for the period 2018–2021, which was submitted for review by the Committee of Permanent Representatives separately. Whereas the medium-term strategy provides a long-term perspective (through outcomes mapped to 2030, with a strategic focus on the 2018–2021 period), the programme of work for the biennium 2018–2019 provides the detailed elements of what UNEP will deliver and how performance will be measured for the first half of the period covered by the medium-term strategy. The documents are therefore part of the same overall package and should be reviewed as such.

A. Overall orientation

2. UNEP is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). The governing body of UNEP further clarified the mandate of UNEP in its decision 19/1, setting out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which was subsequently endorsed by the General Assembly in the annex to its resolution S/19-2 in 1997, and further reaffirmed by resolutions 53/242 in 1999 and 66/288 and 67/213 in 2012.

3. UNEP will, within its mandate, promote environmental sustainability while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development. In September 2015, in resolution 70/1, the General Assembly adopted the outcome document of the United Nations summit for the adoption of the post-2015 development agenda, “Transforming our world: the 2030 Agenda for Sustainable Development”. The synthesis report of the United Nations Secretary-General on the post-2015 agenda “The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet”, points to a strategic shift in sustainable development for a “truly universal and transformational course”. This strategic shift also acknowledges the integrated nature of the challenges that countries face (e.g., gender equality, unemployment, income inequality, social exclusion, lack of environmental safeguards) and defines a new paradigm for sustainable development in which the environment is no longer treated in a silo.

4. The medium-term strategy for the period 2018–2021 builds on the outcome document of the United Nations Conference on Sustainable Development, “The future we want”,¹ and the 2030 Agenda for Sustainable Development adopted in September 2015. The medium-term strategy puts people at the centre of sustainable development, promoting human well-being and meeting the needs of present and future generations without degrading the environment or exceeding the planet’s regenerative capacity. Science is fundamental in providing answers to address some of the most pressing sustainability issues of the twenty-first century. Strengthening the science-policy interface to inform society of the risks as well as the opportunities of new developments is therefore at the heart of the work of UNEP and embedded across the Programme. The medium-term strategy for the period 2018–2021 provides a stepping stone towards a vision of 2030 in which men, women and children live on a healthier planet.

5. In order to achieve this ambitious 2030 vision, UNEP will, as the leading global environmental authority, promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serve as an authoritative advocate for the global environment. UNEP will also meet the particular needs of regions and countries by tailoring work to address their diverse environmental challenges, from addressing their varying vulnerability to climate change and disasters to improving ecosystem health, resource efficiency and air quality. Such activities will also help countries in implementing the environmental dimension of the 2030 Agenda, the resolutions of the United Nations Environment Assembly, the multilateral environmental agreements and the plans, resolutions and decisions of their conferences of the parties, as well as internationally agreed global environmental goals.² The medium-term strategy for the period 2018–2021 also takes into account regional priorities and emerging issues identified through global and regional forums;³ the Global Environment Outlook (GEO) process and other assessments; the

¹ General Assembly resolution 66/288, annex.

² These are also known as global environmental goals. The compilation of these goals is ongoing and is available at <http://geg.informea.org>.

³ Including the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, Vienna Programme

UNEP environmental foresight process; and consultations with major groups and stakeholders. The strategy aims to make the most of the comparative advantage of UNEP, which is to provide an environmental lens through which to view, understand and advise on sustainable development.

6. UNEP will deliver this work within the context of seven priority areas for the biennium 2018–2019:

- (a) Climate change;
- (b) Resilience to disasters and conflicts;
- (c) Healthy and productive ecosystems;
- (d) Environmental governance;
- (e) Chemicals, waste and air quality;
- (f) Resource efficiency;
- (g) Environment under review.

B. Overview of resources

7. The proposed overall budget, comprising the Environment Fund, earmarked funding, the Global Environment Facility (GEF) trust funds, programme support costs and the regular budget of the United Nations is \$784.3 million. The budget for 2018–2019 proposes a reduction in staff costs under Environment Fund resources of \$3.8 million compared to the 2016–2017 budget. This will enable UNEP to deploy more Environment Fund resources to activities and stay within the approved ceiling of \$122 million for staff costs under the Environment Fund.

8. The proposed budget provides for increases in earmarked funding of \$79.6 million and GEF funding of \$21.6 million. The projected increases align with historical trends in income that enabled UNEP not only to deliver on its mandates but also to exceed many targets in the previous biennium. Thus, the level of ambition of the programme of work for the biennium 2018–2019 represents a more realistic alignment between the expected income and income to be realized over those years. The projected increase in earmarked funding will generate additional programme support resources of \$10.1 million, which will cover the additional operational costs required to support the management of these funds.

9. Table 1 (a) shows the high-level budget by funding source. The figures for the regular budget appropriation have been revised in line with General Assembly resolution 70/249 A-C, which allocated UNEP \$35.3 million for the 2016–2017 biennium. This level of appropriation factored in the strength of the dollar as well as the decision to apply a vacancy factor of 50 per cent to the 21 newly approved positions. While a 50 per cent vacancy factor cannot be applied in 2018–2019, the same level of regular budget appropriation is assumed for the 2018–2019 biennium as the United Nations Secretariat has not issued determinants of recosting.

Table 1 (a)
Total financial resource requirements by funding category: 2016-2017 and 2018-2019

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016-2017</i>	<i>Changes</i>	<i>2018-2019</i>
A. Environment Fund			
Post	122 000	(3 800)	118 200
Non-post	135 000	3 800	138 800
Fund programme reserve	14 000	-	14 000
Subtotal A	271 000	-	271 000
B. Trust and earmarked funds			
Trust and earmarked funds	225 427	79 573	305 000
Subtotal B	225 427	79 573	305 000
C. GEF trust funds			
GEF trust funds	118 376	21 624	140 000
Subtotal C	118 376	21 624	140 000
D. Programme support costs			
Programme support costs	22 885	10 115	33 000
Subtotal D	22 885	10 115	33 000
E. Regular budget			
Post	31 400	-	31 400
Non-post	3 900	-	3 900
Subtotal E	35 300	-	35 300
Total (A + B + C + D + E)	672 988	111 312	784 300

Notes: Recosted as a result of General Assembly resolution 70/249 in December 2015.

Figures may vary slightly due to rounding off.

10. Table 1 (b) provides information on projected staffing by funding sources. The figures for 2016–2017 are those approved by the United Nations Environment Assembly, except for the regular budget appropriation figure, which has been revised in the light of General Assembly resolution 70/249.

Table 1 (b)

Total human resource requirement by funding category: 2016–2017 and 2018–2019

Category	Staffing resources (number of posts)		
	2016–2017	Changes	2018–2019
A. Environment Fund			
Post	450	(24)	426
Non-post			
Fund programme reserve			
Subtotal A	450	(24)	426
B. Trust and earmarked funds			
Trust and earmarked funds	145	50	195
Subtotal B	145	50	195
C. GEF trust funds			
GEF trust funds	62	-	62
Subtotal C	62	-	62
D. Programme support costs			
Programme support costs	64	12	76
Subtotal D	64	12	76
E. Regular budget			
Post	116	-	116
Non-post			
Subtotal E	116	-	116
Total (A + B + C + D + E)	837	38	875

11. Overall, the budget will increase by \$111.3 million (16 per cent) in 2018–2019 over 2016–2017. The Environment Fund budget remains at \$271 million but various changes have been made to the budget components. The major budget increases are expected from earmarked funds – from \$225.4 million to \$305 million in 2018–2019 – as well as from GEF trust funds – by \$21.6 million, to bring the new total in 2018–2019 to \$140 million. Previously, GEF trust funds were budgeted for subprogrammes and there was no separation of the programme management and support elements. In line with increased transparency in budgeting, UNEP has identified the staff members who are engaged in programme management and support, including the operation of the GEF Scientific and Technical Advisory Panel for which UNEP provides the secretariat. The amount budgeted for this element stands at \$3.4 million (see table 2, subtotal E).

12. Notably, the budget for the Office for Operations and Corporate Services will decrease by \$1.2 million under the Environment Fund in line with the benefits realization and efficiency gains from the new enterprise resource planning system Umoja. It also reflects the realignment of the Environment Fund to more programmatic activities and less programme management and support. The bills for programme support for the United Nations Office at Nairobi and the United Nations Office at Geneva are budgeted at the same level on the basis that the inflationary effect should be offset by equivalent efficiency gains. UNEP continues to maintain the programme reserve fund at \$14 million in order to provide flexibility for additional programmatic needs arising in the course of the biennium.

13. In late December 2015, in its resolution 70/249 A–C, the General Assembly approved an appropriation totalling \$35.3 million for UNEP for the biennium 2016–2017. In addition, 21 out of 35 proposed regular budget posts were approved as part of the second tranche of funding to strengthen UNEP in line with General Assembly resolution 67/213.

14. Table 2 presents UNEP overall resource requirements and changes by funding source and by budget component for the 2018–2019 biennium, and comparisons with the approved 2016–2017 budget

Table 2
Resource requirements by budget component: UNEP
 (Thousands of United States dollars)

	<i>Environment fund</i>		<i>Trust and earmarked funds</i>		<i>GEF trust funds</i>		<i>Programme support cost</i>		<i>Regular budget</i>		<i>Total</i>	
	<i>2016–2017</i>	<i>2018–2019</i>	<i>2016–2017</i>	<i>2018–2019</i>	<i>2016–2017</i>	<i>2018–2019</i>	<i>2016–2017</i>	<i>2018–2019</i>	<i>2016–2017</i>	<i>2018–2019</i>	<i>2016–2017</i>	<i>2018–2019</i>
A. Policymaking organs	1 700	1 700	–	–	–	–	–	–	800	800	2 500	2 500
B.1. Executive direction and management	7 800	7 800	540	600	–	–	306	400	4 700	4 700	13 346	13 500
B.2. United Nations Scientific Committee on the Effects of Atomic Radiation	–	–	338	400	–	–	–	–	1 400	1 400	1 738	1 800
Subtotal A + B	9 500	9 500	878	1 000	–	–	306	400	6 900	6 900	17 584	17 800
C. Programme of work												
1. Climate change	42 000	32 300	52 677	112 600	32 154	29 500	1 323	3 200	3 200	3 200	131 354	180 800
2. Resilience to disasters and conflicts	20 500	21 500	23 478	24 600	–	–	991	2 400	2 300	2 300	47 269	50 800
3. Healthy and productive ecosystems	40 000	41 800	39 645	39 600	66 877	80 500	1 408	3 400	4 100	4 100	152 030	169 400
4. Environmental governance	25 000	35 900	29 020	32 800	–	–	998	2 400	6 900	6 900	61 918	78 000
5. Chemicals, waste and air quality	36 000	32 300	33 231	38 400	10 136	24 300	1 009	2 400	2 600	2 600	82 976	100 000
6. Resource efficiency	49 000	39 600	33 322	41 000	–	–	983	2 300	2 900	2 900	86 205	85 800
7. Environment under review	19 000	29 300	12 200	14 100	5 946	2 300	410	1 000	4 600	4 600	42 156	51 300
Subtotal C	231 500	232 700	223 573	303 100	115 113	136 600	7 122	17 100	26 600	26 600	603 908	716 100
D. Fund programme reserve	14 000	14 000	–	–	–	–	–	–	–	–	14 000	14 000
Subtotal total programme of work (C + D)	245 500	246 700	223 573	303 100	115 113	136 600	7 122	17 100	26 600	26 600	617 908	730 100
E. Programme management and other												
Office for Operations	8 100	6 900	976	900	3 263	3 400	13 457	13 500	1 800	1 800	27 596	26 500
UNON/UNOG bills	6 650	6 650	–	–	–	–	2 000	2 000	–	–	8 650	8 650
After-service health insurance provision	1 250	1 250	–	–	–	–	–	–	–	–	1 250	1 250
Subtotal E	16 000	14 800	976	900	3 263	3 400	15 457	15 500	1 800	1 800	37 496	36 400
Total (A + B + C + D + E)	271 000	271 000	225 427	305 000	118 376	140 000	22 885	33 000	35 300	35 300	672 988	784 300
Percentage of the total	40.3	34.6	33.5	38.9	17.6	17.9	3.4	4.2	5.2	4.5	100	100

Notes: In General Assembly resolution 70/249 A–C, the appropriation to UNEP was recosted to \$35.3 million due to the strength of the dollar and to the recommendation made by the Advisory Committee on Administrative and Budgetary Questions that a 50 per cent vacancy factor be applied for all new regular budget funded posts for the entire United Nations secretariat. Figures may vary slightly due to rounding off.

Results-based budgeting

15. In order to set and achieve realistic targets in the programme of work, and to ensure that resources are appropriate for the level of ambition, UNEP has applied a results-based budgeting approach in drafting its Environment Fund budget for the biennium 2018–2019.⁴

16. Through the application of results-based budgeting, UNEP envisages achieving improvements in its management processes:

(a) Budgets are clearly aligned to results that are internally and externally visible, so providing increased transparency, both internally and externally, with regard to how budgets are formulated and implemented;

(b) Results-based budgeting strengthens accountability. With the deployment of Umoja and the consequent changes (associated with the enterprise resource planning) in the business culture of UNEP, accountability for deliverables will be embedded in the system, with the responsible managers clearly identified in the system.

17. The implementation of results-based budgeting will also improve the project management skills of the responsible managers, leading to a more efficient use of resources. The 2016–2017 budget figures are not comparable to those in 2018–2019, given that the latter was developed using a revised approach, as set out below.

18. The starting point for developing the budget was to identify the mandates of UNEP, the results required to fulfil those mandates and the historical trends in income and expenditure, in order to achieve results with extrabudgetary and GEF funding, per subprogramme. This planning included any strengthened or new mandates, priority areas or renewed emphasis, such as air quality or the Paris Agreement. The next step was to plug in regular budget funding for core staff positions that focus on substantive issues, as determined by the General Assembly and the Environment Assembly. These include: coordination of environmental programmes within the United Nations system, at both global and regional levels; advice, as appropriate, to intergovernmental bodies of the United Nations system, and, upon request, to Member States (especially in developing countries); effective cooperation, with relevant scientific and other professional communities worldwide; medium-range and long-range planning for UNEP programmes; administration of the Environment Fund; and reporting on environmental matters to the Environment Assembly. Previous approvals by the General Assembly also provided part of the resources required for servicing the governing body of UNEP, direction, management and administration, including coordination.

19. The above-mentioned elements were mapped into the existing human resource and capability structure, allowing the Environment Fund ratios for each subprogramme to be determined for the level of ambition and within the scope of the UNEP mandate. A review of alignment of existing staffing to the subprogrammes based on the staff workload was carried out. For the first time, the Umoja enterprise resource planning system enabled UNEP to allocate staff time and costs across multiple subprogrammes to more accurately reflect the matrixed way in which UNEP operates. The Programme's previous accounting system would only allow for a one-to-one relationship between a staff member and a subprogramme. Thus, UNEP did not use 2014–2015 or 2016–2017 budget figures as a reference but created a new baseline based on the work that staff members currently have to do against each subprogramme. This increased accuracy and transparency is observed in shifts of staff numbers across the subprogrammes when compared to the 2016–2017 budget, as well as in absolute values.

20. The results of this exercise yielded staffing and activity allocations for Environment Fund resources for the 2018–2019 budget that are different from the subprogramme allocations in the 2016–2017 biennium. The budget levels for each subprogramme are explained below:

21. *Climate change.* Funding for climate change from extrabudgetary resources has grown in comparison to the previous biennium as a result of large increases in income in previous years. This reflects the strong interest and support via earmarked resources by Member States and donors in this area shaped by the Paris Agreement and informed by UNEP-led assessments such as the *Emissions Gap Report* and the *Adaptation Gap Report* series. Funding will be further supported by the

⁴ Results-based budgeting is a process in which (a) programme formulation revolves around a set of predefined objectives and expected results; (b) expected results justify the resource requirements which are derived from and linked to outputs required to achieve the results; (c) actual performance in achieving results is measured by objective performance indicators. See Office of Internal Oversight Services, *Review of results-based management at the United Nations: report of the Office of Internal Oversight Services*, 22 September 2008, p. 5.

replenished GEF and the advent of new global funds such as the Green Climate Fund. This growth is expected to continue, with new focus areas, such as district energy, which helps cities develop, retrofit or scale up district-level energy systems to deliver heating and cooling to buildings. UNEP has reduced the Environment Fund allocation to climate change to balance the significant extrabudgetary income forecasts, while increasing the level of ambition for the respective targets in the subprogramme.

22. *Resilience to disasters and conflicts.* This subprogramme has historically relied on extrabudgetary resources for its post-crisis work, reflecting the ability of UNEP to raise funds through appeals and earmarked contributions in the aftermath of emergency situations. However, given the adoption of the Sendai Framework for Disaster Risk Reduction 2015–2030, with which the subprogramme is closely aligned, some core capacities and some of the risk reduction work should be funded from the Environment Fund. The subprogramme has not traditionally secured much funding from GEF owing to the GEF eligibility criteria and the fact that disasters and conflicts are not a focal area of GEF.

23. *Healthy and productive ecosystems.* The subprogramme has traditionally benefited from GEF and extrabudgetary funding. The budget for 2018–2019 is now aligned with these historical trends in income and expenditure from these sources. Given the centrality of healthy and productive ecosystems to the 2030 Agenda, the results warrant a projected increase in resources. This reflects both a short-term approach to better value ecosystems combined with a long-term approach of the subprogramme to move considerations for healthy and productive ecosystems from the periphery to the centre of the economy.

24. *Environmental governance.* Historically, the subprogramme has seen an imbalance in extrabudgetary income with high income and expenditure in discrete areas such as the United Nations Development Programme (UNDP)-UNEP Poverty and Environment Initiative. Other areas that promote inclusive, sustainable and coherent governance arrangements do not attract much extrabudgetary funding. The centrality of environmental governance to the entire UNEP programme of work is critical, as it provides the enabling conditions for other results to be achieved. Thus, there is increased activity funding for this subprogramme from the Environment Fund, complemented by the increase in regular budget resources.

25. *Chemicals, waste and air quality.* This subprogramme has traditionally received more funding from extrabudgetary and GEF resources than was foreseen. As such, the budget for these funding sources is higher than in previous bienniums. However, given that these sources of funding were often earmarked to particular areas, such as mercury and the Strategic Approach to International Chemicals Management, other areas of the subprogramme have been less well funded. The decrease in the budget for this subprogramme from the Environment Fund in 2018–2019 is balanced by an increase in regular budget and extrabudgetary funding. With the revision of this subprogramme to include air quality, extrabudgetary and GEF funding related to transport emissions, governance issues, and air quality data and monitoring support is included in the proposed budget for the subprogramme.

26. *Resource efficiency.* The subprogramme has traditionally seen a higher income than the budget planned for earmarked resources. Much of the 2030 Agenda focuses on countries' ability to make the transition towards sustainable consumption and production patterns, decoupling economic growth from unsustainable resource use and negative environmental impacts while improving human well-being. Earmarked contributions are therefore greater than had previously been planned. While Environment Fund resources appear to be decreasing, this is balanced by increases in regular budget and extrabudgetary resources, reflecting general trends in income.

27. *Environment under review.* Given that it represents part of the core area of work of UNEP, responding to a central mandate of the Programme to keep the environment under review, this subprogramme should ideally benefit from a strong core of Environment Fund resources. The subprogramme has not traditionally attracted large volumes of extrabudgetary resources and the Environment Fund and regular budget funding are therefore relatively high for this subprogramme in comparison with others.

28. UNEP income is not entirely predictable, in terms both of timing and value; the results-based budget is therefore developed against a background of a somewhat uncertain financial environment. In addition, over 50 per cent of the Programme's projected budget relates to project funding through earmarked and GEF income, which could create an imbalance across the subprogrammes that would only come to light once the programme of work was being implemented. In order to manage this risk during implementation, as well as prioritize where resources should be allocated, UNEP has identified the following principles to guide decision-making:

- (a) Areas relating to the core mandate, such as the science-policy interface and environmental governance, will be prioritized;
- (b) Regional elements will be prioritized given that the UNEP strategy is to enhance its technical capacity at the regional level in order to better assist Member States and stakeholders, upon request;
- (c) With regard to the availability of alternative sources of funding, areas for which project funding has already been secured will not be prioritized.

Budget formulation for 2018–2019

29. The UNEP funding strategy envisages that the Environment Fund and regular budget should finance the backbone and essential ability of the UNEP secretariat to carry out its core functions and implement its medium-term strategies through its programmes of work, while earmarked funding should focus on strengthening the activities that support those core functions. In line with the outcome document of Rio+20, in December 2013 the General Assembly approved an increase of \$21 million in the regular budget appropriation for UNEP for 2014–2015. The increased funding, in line with the General Assembly resolution 67/213 of December 2012, was geared towards a first phase of consolidating and securing the capacity of UNEP to fulfil its catalytic and coordinating function at the global, regional and subregional levels; proving its ability to facilitate access to technology and capacity-building; and consolidating its headquarters functions in Nairobi, thus strengthening and reinforcing the UNEP strategic presence in the African region. A second phase of this exercise was considered by the General Assembly in December 2015. In determining the level of regular budget funding to UNEP, the General Assembly takes into account the extent to which regular budget resources of the United Nations will be used to fund the core capacities of UNEP. The programme of work for the biennium 2016–2017 has already mapped the use of these resources in the UNEP subprogrammes.

Environment Fund

30. The Environment Fund leverages Member States' investments into a pooled resource to ensure the delivery of results of environmental initiatives in the programme of work. UNEP recognizes the steps taken by Member States to strengthen core funding against the background of a challenging economic climate and is therefore using the 2016–2017 approved budget of \$271 million as the Environment Fund budget for 2018–2019. In drawing up the Environment Fund budget, Environment Assembly resolution 1/15, by which it required UNEP to stay within a \$122 million ceiling for staff costs for the biennium 2016–2017, has been taken into account. The increase in the regular budget appropriation by 21 posts approved for the 2016–2017 biennium by the General Assembly will reduce the staffing costs from the Environment Fund, enabling UNEP to redeploy these resources to activities. Furthermore, in line with the expected continuing efficiency gain in programme management and support after the implementation of Umoja, UNEP also proposes to reduce staffing by three general service positions in the Office for Operations. Therefore, while the proposed Environment Fund budget for 2018–2019 has been maintained in monetary terms at the 2016–2017 level of \$271 million, it is proposed with a reduction of 24 posts. This would reduce the staff costs from the Environment Fund while allowing a corresponding increase in funds for programme activities.

31. It is also expected that key administrative reforms, including the implementation of a new enterprise resource planning system, Umoja, will yield benefits in terms of cost reductions in administrative areas. UNEP therefore proposes to decrease programme management and support costs by \$1.1 million (2.9 per cent) through more efficient and rationalized delivery of services.

Earmarked funds

32. Earmarked funds refer to all sources of funds other than the United Nations regular budget and the Environment Fund that directly support the programme of work. The projected total earmarked budget of \$305 million in 2018–2019 is based on historical trends and is necessary to enable UNEP to deliver on its mandates at a level of ambition commensurate with the income the Programme has witnessed in previous bienniums. UNEP has considered historical income and used annual expenditures as a proxy for annual figures. Data on annual income is not available because a considerable amount of the 2018–2019 estimated earmarked resources are not covered by long-term agreements or confirmed pledges, making it difficult at the time of formulation of the programme budget to estimate the volume of earmarked contributions.

33. Donors and partners may choose to provide earmarked contributions to UNEP if they so wish, either supplementing their contributions to the Environment Fund with more targeted resources or

funding specific work if their policies do not allow them to directly support the Environment Fund. In some cases, this creates an imbalance in the resource distribution among the subprogrammes compared to the approved programme of work. Earmarked support is also provided to areas of UNEP work that have been identified as high priority, which match the policy priorities of a specific Government or partner. In order to ensure that the earmarked funding complements the regular budget allocations of the United Nations to UNEP and the Environment Fund in the implementation of the programme of work, Member States and other donors and partners are encouraged to provide their funding at the programme level, rather than tightly earmarking it at the project level. UNEP is developing more flexible instruments and avenues to that end, and is also improving its funding gap analysis so that it can provide better advice to donors and partners on the Programme's funding needs.

34. Furthermore, in line with the UNEP funding strategy, the secretariat is seeking to expand the donor base and generate support for UNEP from non-traditional sources such as the private sector and other non-governmental sources. However, these are considered complementary sources of funding and cannot replace the support provided by Member States.

Global Environment Facility and the Green Climate Fund

35. The estimated budgetary figures for GEF funding are based on average annual expenditure. Data on annual income is not available and so annual expenditure data is used as a proxy. This is because GEF funding is provided for multi-year projects and is recorded, according to International Public Sector Accounting Standards (IPSAS), as the amount received for the full duration of the respective projects.

36. As with earmarked funding, the proposed budgets for GEF and other global funding sources are based on projects submitted for funding. While UNEP can ensure that its requests for funding are aligned with its programme of work, only those areas that meet the eligibility criteria of GEF and other global funds are likely to receive funding. Thus, from a results-based budgeting approach, GEF and other global funding sources present the same challenge as earmarked funding sources and the budget proposal for GEF is therefore based on historical trends in income.

37. The GEF portfolio, as recorded at the time of approval of the project concepts by the GEF Council, has averaged \$111 million per year in project approvals over the previous three bienniums. The programme of work assumes that GEF donors will commit all the resources they have pledged for the sixth GEF operational phase (\$4.43 billion). The budget projection for GEF is based on the average historical data. The proposed budget for the biennium is \$140 million.

38. In addition to GEF, the Green Climate Fund has been established as an operating entity of the Financial Mechanism of the United Nations Framework Convention on Climate Change. Its mandate is to make an "ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change."⁵ The Conference of the Parties to the Framework Convention on Climate Change established the Green Climate Fund to promote a paradigm shift towards low-emission and climate-resilient development pathways in developing countries in the context of sustainable development.

39. Following a review by the Fund secretariat and its accreditation panel, UNEP was accredited by the Green Climate Fund Board as an international implementing entity of the Fund in July 2015. UNEP is likely to receive funding from the Green Climate Fund to support Member States in the 2018–2019 biennium. The value of this portfolio is not known at this time and is therefore not reflected in the budget for this category of funding.

Regular budget appropriation and the Environment Fund

40. In paragraph 88 of the outcome document of Rio+20, "The future we want", which forms the basis of General Assembly resolution 67/213, Heads of State and Government and high-level representatives expressed their commitment to strengthening the role of UNEP as the leading global environmental authority and invited the General Assembly, at its sixty-seventh session, to adopt a resolution strengthening and upgrading UNEP, among other things, with secure, stable, adequate and increased financial resources from the regular budget of the United Nations. In its resolution 67/213, the General Assembly recalled the decision to have secure, stable, adequate and increased financial resources from the regular budget of the United Nations to fulfil the mandate of UNEP. Consequently, the regular budget is now financing a number of core positions in the UNEP secretariat, strengthening

⁵ Decision 3/CP.17 of the Conference of the Parties to the United Nations Framework Convention on Climate Change, annex.

its headquarters management and coordination functions in Nairobi, and the first phase of the enhancement of the coordination and programme support of regional offices.

41. The regular budget appropriation in 2014–2015 consisted of two categories: (a) conversion of 23 existing positions funded from the Environment Fund to funding from the regular budget, with savings arising from these conversions redeployed to programme activities; and (b) 24 new positions established for new functions under the Environment Fund.

42. The budget for 2016–2017 provides the assurance that UNEP is able to operate as the secretariat of the leading global environmental authority that sets the global environmental agenda, promoting coherent implementation of the environmental dimension of sustainable development within the United Nations system and serving as an authoritative advocate for the global environment.

43. The 37 additional posts proposed for the 2016–2017 biennium were consistent with General Assembly resolutions 2997 (XXVII), by which UNEP was established, and 67/213, by which the General Assembly decided to further strengthen its secretariat. These posts are focused on the following capacities, for the most part at the regional offices, consistent with General Assembly resolution 67/213:

- (a) Strengthening the science-policy interface;
- (b) Keeping the environment under review and keeping Member States and other stakeholders informed in that regard;
- (c) Coordination of capacity-building and technology transfer in key areas determined by the Member States to be at the core of the UNEP mandate: chemicals, waste and air quality, environmental law, ecosystems and biodiversity, resilience to disasters and conflicts, climate change, resource efficiency;
- (d) Coordination with other international organizations, especially of the United Nations system, at the global and regional levels, through the Environment Management Group and each of the regional offices, in terms of operational activities for development and humanitarian affairs in relation to disasters and conflicts;
- (e) Limited administrative support to the above-mentioned capacities in selected offices, based on priority requirements (one junior Professional staff member and seven General Service staff members).

44. When reviewing the Secretary General's regular budget proposal for 2016–2017, the Advisory Committee on Administrative and Budgetary Questions recommended 35 out of the 37 posts for UNEP from the second phase (two general service posts - one in New York and one in Geneva - were not recommended) and a reduction of 5 per cent under the budget for consultants (i.e., \$107,060).

45. The 2016–2017 regular budget allocation of the United Nations to UNEP was finalized with the recommendations of the Fifth Committee in December 2015. The Committee endorsed 21 posts out of the 35 recommended by the Advisory Committee on Administrative and Budgetary Questions, further reducing the posts for 2016–2017 from the 37 proposed. Additionally the Fifth Committee reduced non-staff resources under the regular budget appropriation by: (a) an across-the-board 5 per cent reduction for other staff costs, supplies and furniture; and (b) a 10 per cent reduction in costs for consultants.

46. The original objective in preparing the 2018–2019 budget was to show savings in the Environment Fund budget from the proposed 35 posts to be approved for conversion in the second phase. These posts were essential to ensure that UNEP was fully strengthened in accordance with the outcome document of Rio+20.

47. It was not straightforward for UNEP to administer the approval by the General Assembly of 21 approved posts, as the locations and functions of the posts were not specified. In addition, all 35 of the posts proposed by UNEP were considered important in strengthening its global role and regional presence. UNEP therefore conducted a careful analysis of all 21 of the approved posts in the overall context of the core staff needed to deliver the programme of work and took careful strategic decisions by considering the following parameters:

- (a) Implementation of a regional strategic presence, given that the UNEP strategy is to enhance its technical capacity at the regional level so as better to assist Member States and stakeholders, upon request;
- (b) Core areas of the UNEP mandate such as the science-policy interface and environmental governance;

(c) Availability of alternative sources of funding (earmarked funding) for the posts.

48. UNEP reviewed the 14 posts that were not approved by the General Assembly to distinguish those that could continue to be funded either from the Environment Fund or earmarked funding, and those that could be frozen.

49. It was expected that most of the costs relating to the second session of the Environment Assembly would be covered by the United Nations regular budget. However, this requires that a request be made by the Environment Assembly in the form of a resolution. Given that no such resolution was adopted by the Environment Assembly at its first session, the costs for the second session will need to be paid from the budget for the biennium 2016–2017.

50. Table 3 shows the highlights of the conversion of posts from funding by the Environment Fund to regular budget funding.

Table 3

Highlights of the regular budget allocation of the United Nations to UNEP for the bienniums 2014–2015 and 2016–2017

<i>Regular budget increase 2014–2015</i>	<i>Regular budget increase 2016–2017</i>
1. Doubling of staff numbers (from 48 to 95)	1. Some 21 additional posts, all at P-4 level and below (from 95 to 116 posts)
2. New staff mostly at senior levels, from P-5 and above, including a new ASG, a new D-2, 10 additional D-1s and 17 additional P-5s	2. All 21 posts are for regional offices
3. Almost 147 per cent of the previous budget, from \$14 million to \$35 million for the biennium	3. Reduction of 10 per cent on costs for consultants and 5 per cent for other staff and supplies and furniture in regular budget
4. Significant increases in non-staff allocations, including consultants, partnerships and subcontracts (\$2 million, 735 per cent of the previous budget), staff travel (\$468,000, 307 per cent of the previous budget), operational costs, equipment and supplies (\$625,000, 49 per cent of the previous budget)	4. Funding for servicing the enhanced governing bodies (Secretariat of Governing Bodies and travel tickets for participants from least developed countries) not included in the Secretary-General's request and therefore not included in 2016–2017 regular budget

Resource mobilization

51. Reaching the targeted budget level of the Environment Fund remains a challenge. To date, the budgeted levels of the Environment Fund have never matched actual income. In the 2012–2013 biennium, the gap between budget and income amounted to \$38 million (20 per cent of the budget). In the 2014–2015 biennium, the gap increased to \$82 million (33 per cent of the budget) although, at the same time, the budget increased by \$55 million (29 per cent) in comparison with the previous biennium. The biennium 2014–2015 saw an \$11 million (7 per cent) increase in the amount received compared to the previous biennium. The increase would have been even greater if the United States dollar had not strengthened substantially against most of the other currencies in late 2014.

52. A global funding strategy was adopted in early 2014 in line with the outcome document of Rio+20, in which Member States committed themselves to providing secure, stable, adequate and increased financial resources to UNEP. The strategy is built on the mutual responsibility of the Member States and the Secretariat for ensuring that there is a shift towards non-earmarked and soft-earmarked contributions to UNEP and that the donor base is widened. The other key elements of the strategy are delivery through partnerships, increased efficiency and effectiveness of the Programme founded on results-based management principles, as well as transparency and communication.

53. Sound progress was made in 2014 towards the implementation of the strategy. The Programme's transition to the enterprise resource planning system, Umoja, hindered progress in 2015 within the secretariat, while Member States continued to face the challenges presented by the global financial situation. Much work therefore remains to be done before the goals of the secure, stable, adequate and increased financial resources funding strategy can be considered to have been achieved.

54. Regarding the 2016–2017 target budget of the Environment Fund, Member States approved \$271 million, which included \$122 million for staff costs. In implementing and applying a results-based budgetary approach to the programme of work, it is even more critical to enforce the joint implementation of the secure, stable, adequate and increased financial resources funding strategy. Accordingly, in 2016 the secretariat will increase its efforts to reach out to all Member States with the intention of increasing both the level of Environment Fund contributions and the interaction with, and

among, the Member States with the objective of achieving longer-term improvements in the Programme's funding.

55. Certainly the 2018–2019 budget level for the Environment Fund is ambitious and aspirational, but the secretariat believes that it is necessary in order to respond to the mandate and the enhanced role that Member States gave to the Programme at Rio+20 and in the 2030 Agenda. The 2016–2017 biennium will provide important guidance for UNEP in terms of whether it will be able to reach such an ambitious level. If necessary, a revision of the 2018–2019 target for the Environment Fund can be considered in 2017.

II. Policymaking organs

56. The United Nations Environment Assembly is the governing body of UNEP. It meets biennially and has a United Nations system-wide mandate to take strategic decisions, provide political guidance on the work of the United Nations system in the area of the environment and promote a strong science-policy interface.

57. The Committee of Permanent Representatives, as a subsidiary body of the United Nations Environment Assembly, provides policy advice to the Assembly, contributes to the preparation of the agendas for its sessions and the draft decisions it will consider, and oversees their implementation once adopted. While the Committee holds its regular meetings on a quarterly basis, it also meets in open-ended form every two years prior to the session of the Assembly. The meetings, which are five days in duration, are held in Nairobi and include the participation of representatives from capitals and members of the Committee of Permanent Representatives who are based in locations other than Nairobi. The UNEP governing structure also includes an annual subcommittee of the Committee of Permanent Representatives, which meets for a period of five days annually in Nairobi to review the medium-term strategy and programme of work and budget. Subcommittee meetings are also held once or twice a month to consider particular issues in depth.

58. The Environment Assembly is further mandated to ensure the active participation of all relevant stakeholders, particularly those from developing countries. As a means of enhancing the participation of major groups and stakeholders and their contribution to the intergovernmental decision-making process, a multi-stakeholder dialogue is organized during the high-level segment of the Environment Assembly session. This dialogue complements the global Major Groups and Stakeholders Forum, which takes place prior to each session of the Environment Assembly. The Secretariat of Governing Bodies provides secretariat support to the Environment Assembly and its subsidiary body, the Committee of Permanent Representatives. The secretariat serves as the main interface for external relations with representatives of the UNEP governing bodies. The table below sets out the expected accomplishments, indicators of achievement and outputs.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: To provide leadership in setting the global environmental agenda and policy coordination in the work of the United Nations system

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	
(a) Environment Assembly catalyses global attention on environmental issues	(i) Increased media (online, print and broadcast) and social media coverage and reach on environmental issues during and following Environment Assembly session Unit of measure: Number of news and media articles published; Media Impact covering articles published and projected reach expressed as advertising value equivalency; social media metrics related to Environment Assembly issues	December 2015 (baseline): TBD ^a December 2017 (expected): TBD Progress expected by December 2018: +20 per cent (TBD) December 2019: +40 per cent (TBD) Data sources and analysis plan: Division of Communication and Public Information digital monitoring metrics and independent media monitoring metrics
	(ii) Percentage increase of surveyed UNEP partners in Governments and in the United Nations system that rate as useful the Environment Assembly in drawing attention to important global environmental issues Unit of measure: Percentage of surveyed Government officials and partners expressing satisfaction on the utility of the Environment Assembly in drawing attention to global environmental issues	December 2015 (baseline): n/a December 2017 (expected): TBD Progress expected by December 2018: +10 per cent (TBD) December 2019: +20 per cent (TBD) Data sources and analysis plan: Survey of Governments

a. To be determined.

59. In the 2016–2017 budget, staffing costs under policymaking organs were combined with “executive direction and management” and shown as such. These costs have been separated into their respective categories to enhance clarity. No new staffing is proposed.

Table 4 (a)

Financial resource requirement by funding category: policymaking organs

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	800	-	800
Non-post	900	-	900
Subtotal A	1 700	-	1 700
B. Trust and earmarked funds			
Trust and earmarked funds	-	-	-
Subtotal B	-	-	-
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	-	-	-
Subtotal D	-	-	-
E. Regular budget			
Post	700	-	700
Non-post	100	-	100
Subtotal E	800	-	800
Total (A + B + C + D + E)	2 500	-	2 500

Note: Figures may vary slightly due to rounding off.

Table 4 (b)

Human resource requirement by funding category: policymaking organs

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	4	-	4
Non-post			
Subtotal A	4	-	4
B. Regular budget			
Post	3	-	3
Non-post			
Subtotal B	3	-	3
Total (A + B)	7	-	7

III. Executive direction and management

60. Executive direction and management is provided by the Executive Office, which provides overall guidance on programmatic and administrative matters. The Executive Office provides the vision and direction for the work of the organization and has overall responsibility for the management of UNEP resources. In line with the compact between the Executive Director and the Secretary-General, the Executive Director is responsible for the overall leadership that guides UNEP strategic planning and ensures that all its work is geared towards achieving the targeted results.

61. As part of the leadership function, the Executive Director has overall responsibility within the United Nations system for providing guidance on environmental issues; this guidance should take into account assessments of the causes and effects of environmental change, as well as emerging issues of global and regional significance. The Executive Director is also entrusted with catalysing international action to bring about a coordinated response both within the United Nations system and between the United Nations and other partners. UNEP thus coherently engages with the family of United Nations entities and system-wide processes, such as the Environment Management Group and those conducted through the Chief Executives Board for Coordination and its subsidiary bodies. In addition, UNEP will integrate the priorities of the multilateral environmental agreements into these processes to enable the United Nations system to respond to environmental issues in a coordinated manner.

62. The table below provides the overall objectives and expected accomplishments for the Programme's leadership. These include ensuring that UNEP work is customer-focused and relevant to Member States as well as to United Nations partners. UNEP will exercise its global environmental authority and provide leadership in promoting coherence on environmental issues in the United Nations system in the implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. Leveraging impact through partnerships and coordinated approaches in the United Nations system is one of the main pillars of the medium-term strategy. UNEP will also strengthen its accountability for a more results-based Programme, ensuring attention is paid to audits, inspections, performance monitoring and evaluations, and reviewing trends in the status of the environment alongside its progress in achieving the targets in the programme of work.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: To provide leadership in the environmental dimension of sustainable development and balanced integration and coherence of environmental issues in the United Nations system and in the delivery of the programme of work

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	
(a) Integration of environmental issues in the United Nations system in its implementation of internationally agreed goals, the 2030 Agenda and the Sustainable Development Goals	Integration of environmental targets and indicators in policies, plans and strategies of United Nations entities Unit of measure: Number of United Nations system entities that have integrated environmental targets and indicators in their policies, plans and strategies	December 2015 (baseline): 0 December 2017 (expected): TBD Progress expected by December 2018: +2 (TBD) December 2019*: +2 (TBD) Data sources and analysis plan: Survey of United Nations entities through the United Nations New York interagency office
(b) UNEP programmes and products are considered useful by Governments and partners in the United Nations system	Percentage increase of surveyed UNEP partners in Governments and in the United Nations system that rate the usefulness of UNEP products and programmes as satisfactory Unit of measure: Percentage of partners in Governments and in the United Nations system providing a rating of satisfactory on usefulness of UNEP products and programmes	December 2015 (baseline): 51 per cent December 2017 (expected): + 5 per cent (56 per cent) Progress expected by December 2018: +5 per cent (61 per cent) December 2019: +4 per cent (65 per cent) Data sources and analysis plan: Survey of Governments and partners

Objective of the organization: To provide leadership in the environmental dimension of sustainable development and balanced integration and coherence of environmental issues in the United Nations system and in the delivery of the programme of work

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	
(c) Strengthened strategic regional presence and coherent programme of work delivery with partners contributing to integrated implementation of environmental policies and priorities in each region	(i) Increase in percentage of Governments in each region that rate UNEP support to countries as coherent and of quality Unit of measure: Percentage of Governments in each region providing a rating of satisfactory on the quality and coherence of UNEP support	December 2015 (baseline): 14 per cent December 2017 (expected): +5 (19 per cent of survey respondents) December 2019: +5 per cent (24 per cent of survey respondents) Data sources and analysis plan: Survey of Governments
	(ii) Increase in the number of partnerships at the national, subregional and regional levels, that support, including through South-South cooperation, an integrated approach in the implementation of the UNEP programme of work Unit of measure: Number of partnerships at national, subregional and regional levels involved in implementing an integrated approach relevant to UNEP programme of work	December 2015 (baseline): 30 December 2017 (expected): +12 (42) December 2019 (baseline): +12 (54) Data sources and analysis plan: Survey of partnerships to be conducted
(d) Strengthened accountability of UNEP as a results-based programme	(i) Percentage of accepted audit and investigation recommendations that are fully implemented Unit of measure: Percentage of audit and investigation recommendations acted upon	December 2015 (baseline): 86 per cent December 2017 (expected): +2 per cent (88 per cent) Progress expected by December 2018: +1 per cent (89 per cent) December 2019: +1 per cent (90 per cent) Data sources and analysis plan: Review of recommendations with relevant audit and investigation bodies
	(ii) Increase in the number of UNEP senior management decisions informed by business intelligence data and performance information Unit of measure: Number of issues decided upon by the UNEP senior management team that are derived from business intelligence data or performance information	December 2015 (baseline): 1 December 2017 (expected): +1 (2) Progress expected by December 2018: +2 (4) December 2019: +2 (6) Data sources and analysis plan: Minutes of UNEP senior management team meetings

Objective of the organization: To provide leadership in the environmental dimension of sustainable development and balanced integration and coherence of environmental issues in the United Nations system and in the delivery of the programme of work

Expected accomplishments of the secretariat

Indicators of achievement

(iii) Increase in the percentage of evaluations providing a rating of “satisfactory” or higher for project performance

Unit of measure:

Percentage of evaluations providing a rating of “satisfactory” or higher

December 2015 (baseline): 69 per cent⁶

December 2017 (expected): +2 per cent (71 per cent)

Progress expected by December 2018: +2 per cent (73 per cent)

December 2019: +2 per cent (75 per cent)

Data sources and analysis plan:

Project evaluation reports, subprogramme evaluation reports, Biannual synthesis report

(iv) Increase in the percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan

Unit of measure:

Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan

December 2015 (baseline): 80 per cent (number of accepted recommendations closed as “compliant” or closed with “no further action required” as a percentage of the total number of recommendations that have reached their implementation deadline)

December 2017 (expected): +3 per cent (83 per cent)

Progress expected by December 2018: +1 per cent (84 per cent)

December 2019: +2 per cent (86 per cent)

Data sources and analysis plan:

Evaluation progress report to the UNEP Executive Director and Deputy Executive Director

Note: *Targets are incremental (shown as +xx), giving the value to be achieved in the reporting period. Cumulative values (shown in brackets) provide an aggregate of the incremental target for a given period plus the achievement from the past reporting period.

63. The budget for executive direction and management has been separated from that for policymaking organs to enhance clarity. No new staffing is proposed.

⁶Based on evaluations rating of “satisfactory or higher” from 2015 data. (Overall rating for project performance across all project evaluations).

Table 5 (a)
Financial resource requirement by funding category: executive direction and management

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	3 700	-	3 700
Non-post	4 100	-	4 100
Subtotal A	7 800	-	7 800
B. Trust and earmarked funds			
Trust and earmarked funds	540	60	600
Subtotal B	540	60	600
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	306	94	400
Subtotal D	306	94	400
E. Regular budget			
Post	4 600	-	4 600
Non-post	100	-	100
Subtotal E	4 700	-	4 700
Total (A + B + C + D + E)	13 346	154	13 500

Note: Figures may vary slightly due to rounding off.

Table 5 (b)
Human resource requirement by funding category: executive direction and management

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	16	-	16
Non-post			
Reserve fund			
Subtotal A	16	-	16
B. Trust and earmarked funds			
Trust and earmarked funds	-	-	-
Subtotal B	-	-	-
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	1	-	1
Subtotal D	1	-	1
E. Regular budget			
Post	16	-	16
Non-post			
Subtotal E	16	-	16
Total (A+ B + C + D + E)	33	-	33

IV. Programme of work

64. The proposed work budgeted for under the seven subprogrammes for 2018–2019 is \$716.1 million. This targeted budget encompasses an Environment Fund requirement of \$232.7 million (excluding fund programme reserve), total trust and earmarked fund requirements of \$303.1 million, an estimated requirement of \$17.1 million from programme support costs, estimated requirements of \$26.6 million from the regular budget of the United Nations and an estimated GEF budget of \$136.6 million.

65. The proposed work for 2018–2019 includes the results expected from seven subprogrammes as follows.

Subprogramme 1 Climate change

Objective of the organization: countries increasingly make the transition to low-emission economic development, and enhance their adaptation and resilience to climate change

Expected accomplishments of the secretariat

Indicators of achievement

(a) Countries increasingly advance their national adaptation plans which integrate ecosystem-based adaptation

(i) Increase in the number of countries supported by UNEP with institutional arrangements in place to coordinate national adaptation plans

Unit of measure:

Number of countries that have scored at least 70 per cent on the extent to which institutional arrangements are put in place⁷

December 2014 (baseline): 0
December 2017 (expected):⁸ 0

Progress expected by December 2018: +5 (5)

Progress expected by June 2019: +0 (5)

December 2019: +5 (10)

Data sources and analysis plan:

project progress reports, which should provide evidence of the degree to which institutional arrangements are put in place, measured through a capacity scorecard: national communications; national adaptation plans; adaptation communications submitted to the United Nations Framework Convention on Climate Change

December 2014 (baseline): 0

December 2017 (expected): 0

Progress expected by December 2018: +5 (5)

Progress expected by June 2019: +0 (5)

December 2019: +5 (10)

(ii) Increase in the number of countries that have technical capacity to integrate ecosystem-based management into national adaptation plans

Unit of measure:

Number of countries that have scored at least 70 per cent on the

⁷ A scoring methodology will be used to measure the degree to which institutional arrangements have been put in place with the support of UNEP. The score is based on three questions: (i) Has an authoritative body been tasked with coordinating the national adaptation plan development process? (ii) Are those arrangements based on a clear and strong mandate? (iii) Do those arrangements include broad stakeholder participation across relevant, climate-sensitive sectors? Each question is answered with an assessment and score for the extent to which the associated criterion has been met: not at all (= 0), partially (= 1) or to a large extent/completely (= 2). The list of criteria is not exhaustive, and may be adjusted given the nature and responsibilities of the institution in question. An overall score per country is estimated, with a maximum score of six, given that there are three criteria, preferably visualized in a spidergram.

Related to Sustainable Development Goal 13, target 13.3: improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

⁸ Baselines will be adjusted based on progress achieved in the period 2016–2017.

	<p>degree to which technical capacity to integrate ecosystem-based adaptation into the national action plans has been strengthened⁹</p> <p>(iii) Increase in the number of countries that are ready to access or that have accessed climate change adaptation finance to implement adaptation plans¹⁰</p> <p>Unit of measure:</p> <p>(a) Number of countries that have received finance readiness support</p> <p>(b) Number of countries with approved projects under different funds for adaptation</p>	<p>Data sources and analysis plan:</p> <p>project progress reports that provide evidence of the degree to which technical capacities have been strengthened, measured through a scorecard: national communications; adaptation communications and national adaptation plans submitted to the Framework Convention on Climate Change</p> <p>December 2014 (baseline):</p> <p>(a) +3 (3)</p> <p>(b) +17 (17)</p> <p>December 2017 (expected):</p> <p>(a) +2 (5)</p> <p>(b) +2 (19)</p> <p>Progress expected by December 2018:</p> <p>(a) +2 (7)</p> <p>(b) +2 (21)</p> <p>Progress expected by June 2019:</p> <p>(a) +1 (8)</p> <p>(b) +1 (22)</p> <p>December 2019:</p> <p>(a) +3 (11)</p> <p>(b) +1 (22)</p> <p>Data sources and analysis plan:</p> <p>Project approval letters received from donor countries, boards or councils of available climate change funds (Least Developed Countries Fund, Special Climate Change Fund, Adaptation Fund, Green Climate Fund)</p>
<p>(b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</p>	<p>(i) Increase in the number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies¹¹</p> <p>Unit of measure:</p> <p>Number of countries that have adopted or are implementing plans, strategies or policies on energy efficiency, renewable energy</p>	<p>December 2014 (baseline): 32</p> <p>December 2017 (expected): +20 (52)</p> <p>Progress expected by December 2018: +15 (67)</p> <p>Progress expected by June 2019: +10 (77)</p> <p>December 2019: +10 (87)</p> <p>Data sources and analysis plan:</p> <p>Project progress reports that</p>

⁹ A scoring methodology will be used to measure the degree to which technical capacity to integrate ecosystem-based adaptation into the national action plans have been built with the support of UNEP. The capacity will be assessed based on the following three key criteria: (i) adaptation options including ecosystem-based adaptation are identified; (ii) adaptation options including ecosystem-based adaptation are prioritized; (iii) implementation of adaptation options including ecosystem-based adaptation has started. The following scoring scale will be used for each criterion: not at all (= 0), partially (= 1) or to a large extent/completely (= 2). The list of criteria is not exhaustive, and may be adjusted given the nature of the support provided to countries and the context of interventions. An overall score per country is estimated, with a maximum score of six, given that there are three criteria, preferably visualized in a spider diagram.

Related to Sustainable Development Goal 13, target 13.3: improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

¹⁰ Getting ready to access climate finance means that countries have received readiness support to prepare for direct access and develop project pipelines. This applies primarily to financing from the Adaptation Fund and the Green Climate Fund.

¹¹ Related to sustainable development goal 7, target 7.3: by 2030, double the global rate of improvement in energy efficiency; target 7.2: by 2030, increase substantially the share of renewable energy in the global energy mix.

	<p>and/or cleaner technologies</p> <p>(ii) Increase in climate finance invested by countries or institutions for clean energy, energy efficiency and/or amount of decarbonized assets</p> <p>Unit of measure:</p> <p>(a) Dollar amount invested by countries or institutions for clean energy, energy efficiency</p> <p>(b) Dollar amount of decarbonized assets</p>	<p>provide evidence on the adoption and implementation of the plans: national communications and intended nationally determined contributions (INDCs) to the Framework Convention on Climate Change; Framework Convention on Climate Change synthesis reports on national communications and INDCs</p> <p>December 2014 (baseline):</p> <p>(a) TBD</p> <p>(b) 0</p> <p>December 2017 (expected):</p> <p>(a) +\$100 million (\$100 million)</p> <p>(b) +\$300 billion (\$300 billion)</p> <p>Progress expected by December 2018:</p> <p>(a) +\$50 million (\$150 million)</p> <p>(b) +\$50 billion (\$350 billion)</p> <p>Progress expected by June 2019:</p> <p>(a) +\$0 million (\$150 million)</p> <p>(b) +\$0 billion (\$350 billion)</p> <p>Progress expected by December 2019:</p> <p>(a) +\$50 million (\$200 million)</p> <p>(b) +\$50 billion (\$400 billion)</p> <p>Data sources and analysis plan:</p> <p>Annual reports from institutions on measuring and disclosing the volume of decarbonized assets</p>
<p>(c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions as well as social and environmental benefits</p>	<p>(i) Increase in the number of countries that have secured finance, including performance-based finance, for the implementation of REDD-plus¹² policies and measures¹³</p> <p>Unit of measure:</p> <p>Number of countries that have secured performance-based finance for REDD-plus that is consistent with the Framework Convention on Climate Change methodological guidance on REDD-plus (such as the Green Climate Fund)</p>	<p>December 2014 (baseline): 0</p> <p>December 2017 (expected): +5 (5)</p> <p>Progress expected by December 2018: +10 (15)</p> <p>Progress expected by June 2019: +5 (20)</p> <p>December 2019: +5 (25)</p> <p>Data sources and analysis plan:</p> <p>United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) progress reports, Framework Convention on Climate Change submissions that provide evidence of finance received for the (policies and measures) implementation and verified emission reductions from REDD-plus; progress reports on implementation of REDD-plus policies and measures; funding agreements for REDD-plus activities; Green Climate Fund Board decisions on funding</p>

¹² REDD-plus refers to activities relating to reducing emissions from deforestation and forest degradation in developing countries and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

¹³ Related to Sustainable Development Goal 15, target 15.a: mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

(ii) Increase in the number of countries that demonstrate quantifiable social and environmental (non-carbon) benefits generated through the implementation of policies and measures

Unit of measure:
Number of countries that have scored at least 70 per cent on the degree to which they demonstrate progress on achieving non-carbon benefits through the implementation of policies and measures¹⁴

proposal approvals reporting on bilateral funding agreements for REDD-plus

December 2014 (baseline): 10
December 2017 (expected): +5 (15)

Progress expected by December 2018: +10 (25)

Progress expected by June 2019: +10 (35)

December 2019: +25 (60)

Data sources and analysis plan:

Project progress reports submitted to UN-REDD Programme secretariat, which show evidence of the progress on policies and measures implementation measured through a scorecard; country submissions to Framework Convention on Climate Change including the “Lima REDD+ Information Hub”; summary of information on safeguards/participatory national monitoring and evaluation of policies and measures; reports from oversight institutions

Strategy

66. The overall objective of the climate change subprogramme is to strengthen countries’ transition to low-emission economic development and enhance their adaptation and resilience to climate change. Looking ahead to 2030, the ultimate impact that UNEP aims to contribute on climate change is to reduce countries’ vulnerability to the adverse impacts of climate change and reduce emissions of greenhouse gases, including through REDD-plus activities. This impact can be realized if UNEP enables countries’ transition processes from urgent and immediate action to medium-term and long-term adaptation planning processes; if renewable energy investments increase and improvements in energy efficiency accelerate; and if sustainable forest management is achieved through REDD-plus policy approaches and positive incentives, including results-based payments that reduce deforestation and forest degradation and enhance the conservation of forests.

67. In order to achieve this change, UNEP will address the different elements of the climate action continuum – science, policy, technology and finance. In 2018–2019, UNEP will provide support to countries to: (a) build technical capacity, access adaptation finance and set up institutions to coordinate national adaptation plans that integrate ecosystem-based adaptation; (b) develop policies and standards to transform their markets and promote investment in clean energy and high-efficiency products; (c) implement policies that achieve quantifiable carbon, social and environmental benefits. As cities are of particular importance in an era of accelerated urbanization, there should be a specific focus on climate-friendly urban development. Throughout its work, UNEP will implement gender-sensitive actions and promote South-South cooperation. Partnerships will be critical to the achievement of the desired impact.

68. In the area of adaptation and resilience, UNEP, together with its partner organizations,¹⁵ will continue to provide support in setting up institutions and enhancing countries’ capacities to advance the national adaptation plan process, including the formulation and start of the implementation of the plans. Together with its partners, UNEP will promote the greening of national action plans through ecosystem-based adaptation and other approaches. UNEP will continue to support vulnerable countries

¹⁴ The scorecard will be developed after the approval of the REDD-plus results framework, which will be finalized in early 2016.

¹⁵ These include the United Nations Development Programme (UNDP), the United Nations Institute for Training and Research (UNITAR), the Food and Agriculture Organization of the United Nations (FAO), the International Union for Conservation of Nature and Natural Resources (IUCN) and Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation (GIZ)).

in the implementation of ecosystem-based adaptation approaches as mandated by resolution 1/8 on ecosystem-based adaptation of the United Nations Environment Assembly.¹⁶ UNEP will further analyse the effectiveness of ecosystem-based adaptation, including through implementation of ecosystem-based adaptation at scale in different ecosystems; undertake vulnerability impact assessments guided by the Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation (PROVIA); and conduct economic assessments of adaptation options. The information on successful adaptation will be disseminated through UNEP-led knowledge networks such as the Global Adaptation Network and its regional wings.

69. In the area of mitigation, UNEP will continue to strengthen partnerships such as the Sustainable Energy for All (SE4ALL) initiative, Global Fuel Economy Initiative, the Global Efficient Lighting Partnership Programme (en.lighten), the Global Efficient Appliances and Equipment Partnership, the District Energy in Cities Initiative, the 1 Gigaton Coalition, the United for Efficiency initiative and the Portfolio Decarbonization Coalition, the Global Alliance for Buildings and Construction, among others, including partners such as the International Renewable Energy Agency (IRENA). Through the Climate Technology Centre and Network (CTCN), UNEP will continue to promote the accelerated development and transfer of climate-friendly technologies. The focus of these partnerships evolves with time and is informed by countries' priorities and needs.

70. New focus areas will emerge such as in the building sector – on district energy – which helps cities develop, retrofit or scale up district-level energy systems to deliver heating and cooling to buildings. UNEP will continue to engage with non-State actors by building on the momentum created by different coalitions before the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris in December 2015. The Portfolio Decarbonization Coalition¹⁷ will be expanded, with new member institutions committing to reduce the carbon footprint of their managed assets. UNEP will continue to work with the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants by catalysing policies and practices that provide multiple benefits by improving people's health, increasing food security, enhancing energy efficiency and alleviating poverty. All these efforts will be shaped by the Paris Agreement and informed by UNEP-led assessments, nationally determined contributions, and biennial progress reports, which will continue to be developed with UNEP support. UNEP will continue to support negotiators, upon request by countries.

71. UNEP and partners (FAO and UNDP) in the UN-REDD Programme will continue to help countries respond to the Warsaw Framework for REDD-plus¹⁸ for accessing results-based payments. Support will take the form of both large investments to trigger transformative change through the development, implementation and monitoring of REDD-plus policies and measures, and smaller-scale technical support to prepare countries for effective, transparent and equitable management of financial flows for REDD-plus. UNEP will provide guidance to countries on carbon stock management in terrestrial ecosystems for stronger and multiple benefits. UNEP will also work with the private sector to support the development of innovative financing options. UNEP will facilitate knowledge-sharing mechanisms and communication and outreach across sectors. Finally, UNEP will support the realization of non-carbon benefits from REDD-plus and other natural solutions for climate change mitigation.

¹⁶ UNEP/EA.1/10, annex I.

¹⁷ <http://unepfi.org/pdc/about/>.

¹⁸ The Warsaw Framework for REDD-plus sets out the conditions for accessing results-based payments for REDD-plus. These include having a national strategy or action plan, a national forest reference emission level and/or forest reference level, a national forest monitoring system and a system for providing information on how the Cancun safeguards are being addressed and respected. In addition, the three additional decisions adopted at the twenty-first session of the Conference of the Parties to the Framework Convention on Climate Change will be addressed.

Theory of change – climate change



Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors

72. The climate change subprogramme is expected to achieve its goal provided that Member States implement their commitments to the United Nations Framework Convention on Climate Change and seek UNEP support in so doing. Achieving the targets is also contingent on the availability of funding to enable countries to make the transition to low-emission economic development, and to enhance their adaptation and resilience to climate change. Drivers of change include partnerships, which will leverage climate finance and increase impact, as well as UNEP methods, tools, assessments and pilots, especially if they are taken to scale by partners.

Outputs planned for the biennium in pursuit of expected accomplishments (a): Countries increasingly advance their near-term and long-term national adaptation plans, which integrate ecosystem-based adaptation		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Technical support provided to countries to develop tools, methods, scientific evidence, knowledge networks and promote South-South cooperation to advance near-term and long-term national adaptation plans that integrate ecosystem-based adaptation	DEPI	DEWA, ROs
2. Technical support provided to countries to implement ecosystem-based adaptation demonstrations and integrate them into national development plans	DEPI	ROs
3. Support provided to countries to access adaptation finance and strengthen readiness for deploying adaptation finance	DEPI	DTIE, ROs
4. Technical support provided to countries to address Framework Convention on Climate Change commitments, implementation, negotiations and reporting	DEPI	DELC, ROs
5. Outreach and communication for adaptation	DCPI	ROs
Outputs planned for the biennium in pursuit of expected accomplishments (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies		
1. Support provided to a coalition of countries and partners to foster increased awareness, knowledge and mitigation actions on short-lived climate pollutants	DTIE	ROs
2. Scientific knowledge generated on emerging issues relevant to low-emission development decision-making and policy (<i>Emissions Gap Report</i> , non-State actors report)	DEWA	ROs
3. Technical support provided to countries to develop tools, plans and policies for low-emission development	DTIE	ROs
4. Technical support provided to countries to implement and scale up renewable energy and energy efficiency projects	DTIE	ROs
5. Readiness of countries and institutions to access or mobilize climate finance strengthened through support to make projects bankable and replicable	DTIE	DEPI, ROs
6. Technical support provided to countries to address Framework Convention on Climate Change commitments, monitoring, reporting requirements and mainstreaming results into national development planning	DTIE	ROs
7. Technical support provided to countries through the Climate Technology Centre and Network established under the Framework Convention on Climate Change	DTIE	DEPI, ROs
8. Partnerships and multi-stakeholder networks facilitate knowledge exchange and South-South cooperation	DTIE	ROs
9. Outreach and communication for mitigation	DCPI	ROs

Outputs planned for the biennium in pursuit of expected accomplishments (c): Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions as well as social and environmental benefits		
1. Technical support to countries to meet the Warsaw pillars for accessing results-based payments: (a) develop and implement REDD-plus national strategies or action plans; (b) operationalize safeguard information systems, estimate forest reference emission levels; (c) build national forest monitoring systems	DEPI	ROs
2. Strategic support for transformative land management approach	DEPI	ROs
3. Outreach and communication on the benefits of reducing emissions from deforestation and forest degradation	DCPI	ROs

Table 6 (a)

Financial resource requirement by funding category: climate change

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	20 605	(5 605)	15 000
Non-post	21 395	(4 095)	17 300
Subtotal A	42 000	(9 700)	32 300
B. Trust and earmarked funds			
Trust and earmarked funds	52 677	59 923	112 600
Subtotal B	52 677	59 923	112 600
C. GEF trust funds			
GEF trust funds	32 154	(2 654)	29 500
Subtotal C	32 154	(2 654)	29 500
D. Programme support costs			
Programme support costs	1 323	1 877	3 200
Subtotal D	1 323	1 877	3 200
E. Regular budget			
Post	2 900	-	2 900
Non-post	300	-	300
Subtotal E	3 200	-	3 200
Total (A + B + C + D + E)	131 354	49 446	180 800

Table 6 (b)

Human resource requirement by funding category: climate change

Category	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	68	(15)	53
Non-post			
Subtotal A	68	(15)	53
B. Trust and earmarked funds			
Trust and earmarked funds	32	22	54
Subtotal B	32	22	54
C. GEF trust funds			
GEF trust funds	13	(3)	10
Subtotal C	13	(3)	10
D. Programme support costs			
Programme support costs	6	1	7
Subtotal D	6	1	7
E. Regular budget			
Post	10	-	10
Non-post			
Subtotal E	10	-	10
Total (A + B + C + D + E)	129	5	134

Note: Figures may vary slightly due to rounding off.

Subprogramme 2

Resilience to disasters and conflicts

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts, while building resilience to future crises¹⁹

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks ²⁰	(i) Increase in the proportion of countries in which environmental issues are addressed in national disaster risk reduction strategies Unit of measure: Percentage of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 ²¹	December 2015 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +2 per cent (2 per cent) Progress expected by June 2019: +1 per cent (3 per cent) December 2019: +1 per cent (4 per cent) Data sources and analysis plan: Member State reporting ²²
	(ii) Increase in the number of international partners' policies on risk reduction that integrate best practices in sustainable natural resource management advocated by UNEP ²³	December 2015 (baseline): 23 since 2010 ²⁴ December 2017 (expected): +4 (27) Progress expected by December 2018: +2 (29)

¹⁹ UNEP work in this area encompasses disasters (whether natural or man-made) and armed conflicts that have severe environmental consequences.

²⁰ Related to Sustainable Development Goal 11, target 11.5: By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations, target 11b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction for the period 2015–2030, holistic disaster risk management at all levels; Sustainable Development Goal 13, target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries; Sustainable Development Goal 16, target 16.1: Significantly reduce all forms of violence and related death rates everywhere.

²¹ This subprogramme aligns with the delivery of the Sendai Framework for Disaster Risk Reduction for the period 2015–2030, which was agreed in March 2015, and sets out seven global targets, one of which (target (e)) is “Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020”. UNEP has adopted Sendai indicator E-1: *Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030* in order to ensure the alignment of the UNEP programme of work and the Sendai Framework. This indicator is based on the knowledge that the United Nations Office for Disaster Risk Reduction (UNISDR) is to adopt criteria for what counts as a “good” disaster risk reduction strategy and UNEP will work with UNISDR to ensure that the environment is one of the criteria adopted. In this way, UNEP will ensure that the environment becomes institutionalized into the process of disaster risk reduction strategies. At present, information for the indicator is not yet being gathered and it is therefore not yet possible to provide a baseline of the number of countries that have adopted such strategies. Clearly, UNEP is not the sole organization working in this domain and the attribution problem implicit in this indicator is recognized. Nevertheless, the secretariat is of the view that this is an appropriate outcome-level indicator that demonstrates the extent to which environmental risks are being addressed in national-level planning frameworks.

²² At present the final modalities for reporting are under development. Aggregated national reports on the implementation of the Sendai Framework’s predecessor, the Hyogo Framework for Action for the period 2005–2015, are available from: <http://www.preventionweb.net/english/hyogo/progress/reports/?pid:222>.

²³ “International partners” in this context refers to international organizations working on humanitarian response and provision, or peacekeeping and peacebuilding activities (such as the Office of the United Nations High Commissioner for Refugees, World Food Programme, Office for the Coordination of Humanitarian Affairs, Red Cross, Department for Political Affairs, Department for Peacekeeping Operations and other intergovernmental organizations) and the transition to longer-term development (including UNDP, financial institutions such as the World Bank and regional development banks, regional political and development organizations).

²⁴ The baseline relates to a previous indicator that gathered information on UNEP work to influence United Nations policies, guidelines and training courses. This overall number is therefore higher than it would be if the unit of measure was solely policies.

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts, while building resilience to future crises¹⁹

Expected accomplishments of the Secretariat

Indicators of achievement

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
	<p>Unit of measure: Number of policies that are significant to the overall strategy and direction of the organization that integrate environmental approaches into risk reduction</p>	<p>Progress expected by June 2019: +1 (30) December 2019: +1 (31) Data sources and analysis plan: (a) International partner reports and surveys (b) References to UNEP in policies</p>
(b) Emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery	<p>(i) Percentage of country requests for emergency response met by UNEP</p> <p>Unit of measure: Percentage of formal requests for UNEP assistance in the case of a disaster or conflict received from the Government or United Nations Humanitarian Coordinator, where a UNEP team has been deployed, either singly or as part of a joint team</p>	<p>December 2015 (baseline): 100 per cent December 2017 (expected): 90 per cent (of requests received cumulatively) Progress expected by December 2018: +0 per cent (at least 90 per cent) Progress expected by June 2019: +0 per cent (at least 90 per cent) December 2019: +0 per cent (at least 90 per cent) Data sources and analysis plan: (a) List of formal requests received by Joint Environment Unit (UNEP-OCHA) or the Post Conflict and Disaster Management Branch of UNEP (b) Assessment, mission and donor reports</p>
	<p>(ii) Percentage of post-crisis recovery plans by Governments or international partners²⁵ that integrate UNEP assessment recommendations²⁶</p> <p>Unit of measure: Percentage of post-crisis recovery plans integrating UNEP recommendations after six months as a rolling percentage of the total number of assessments carried out over the preceding five years</p>	<p>December 2015 (baseline): 88 per cent²⁷ December 2017 (expected): +0 per cent (88 per cent) Progress expected by December 2018: +0 per cent (at least 85 per cent) Progress expected by June 2019: +0 per cent (85 per cent) December 2019: +0 per cent (at least 85 per cent) Data sources and analysis plan: Analysis of post-crisis recovery plans and reports from donor conferences compared with recommendations in the original assessments</p>

²⁵ “International partners” in this context refers to international organizations working on humanitarian response and provision, or peacekeeping and peacebuilding activities (such as the Office of the United Nations High Commissioner for Refugees, World Food Programme, Office for the Coordination of Humanitarian Affairs, Red Cross, Department for Political Affairs, Department for Peacekeeping Operations and other intergovernmental organizations) and the transition to longer-term development (including the United Nations Development Programme, financial institutions such as the World Bank and regional development banks, regional political and development organizations).

²⁶ Given that post-crisis recovery plans often take time to put in place, this indicator will describe a rolling percentage of all assessments where serious risks have been identified over a five-year period up to six months before the date of the report (i.e. a period covering from 66 months to 6 months before the performance reporting period).

²⁷ The December 2015 baseline was uncharacteristically high in terms of the overall achievement of influence through assessments. Consequently the target for 2018–2019 is pitched at a sustainable level.

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts, while building resilience to future crises¹⁹

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(c) Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development ²⁸	<p>Percentage of countries emerging from crisis progress along the country capacity framework with UNEP support</p> <p>Unit of measure: Percentage of countries in which UNEP has a long-term presence moves the required number of steps along the country capacity framework²⁹ from a baseline that is reset at the beginning of the medium-term strategy 2018–2021 period</p>	<p>December 2015 (baseline): 70 per cent of countries had progressed two cumulative steps along the country capacity framework since December 2013</p> <p>December 2017 (expected): +30 per cent (A total of 100 per cent of countries progress two cumulative steps along the country capacity framework since December 2013)</p> <p>Progress expected by December 2018: A total of 50 per cent of countries progress one cumulative step along the country capacity framework (since December 2017)</p> <p>December 2019: A total of 50 per cent of countries progress two cumulative steps along the country capacity framework (over the course of the biennium)</p> <p>Data sources and analysis plan: Annual surveys completed by country project team³⁰</p>

Strategy

73. The overall objective of this subprogramme is to ensure that countries build sufficient resilience to prevent and reduce the environmental causes and consequences of disasters and conflicts³¹. Looking ahead to 2030, the ultimate impact that UNEP aims to contribute to building resilience to disasters and conflicts is to significantly reduce threats to health and livelihoods. The programme of work 2018–2019 will focus on integrating best practice environmental approaches into the key prevention, response and recovery policies and frameworks of countries and the international community, at the request of affected Member States.³² Effective global and national partnerships, both within and outside the United Nations system, are key to ensuring that UNEP efforts result in meaningful change as well as the uptake and sustainability of results beyond UNEP actions.

²⁸ Related to Sustainable Development Goal 16, target 16.6: Develop effective, accountable and transparent institutions at all levels; Sustainable Development Goal 11, target 11b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels; and Sustainable Development Goal 17, target 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

²⁹ The country capacity framework aims to provide an objective assessment of country-level capacity for environmental governance in six dimensions: (1) Access to information and availability of data for informed decision-making; (2) Enhanced planning and policy development skills; (3) Improved regulatory frameworks; (4) Stronger environmental institutions; (5) Implementation and enforcement capacity; and (6) Public participation in decision-making. Each dimension has five steps. Country project teams, in consultation with national partners, assess the level of environmental governance across each of these components at the end of each year and decide the extent to which they have been achieved (incomplete, partially met, mostly met, or complete).

³⁰ Note that the process of gathering the data for the country capacity framework is very time intensive and so will be done only on an annual basis.

³¹ UNEP work in this area encompasses disasters (whether natural or man-made) and armed conflicts that have severe environmental consequences.

³² Consistent with, inter alia, General Assembly resolution 46/182 on strengthening of the coordination of humanitarian emergency assistance of the United Nations.

74. During 2018–2019, UNEP will work to achieve an impact in three ways:

(a) First, UNEP will endeavour to ensure that the international community and vulnerable countries use best practice environmental management approaches to prevent and reduce the impacts of crises. UNEP is already working with many of the key actors in this domain through the Partnership for Ecosystems for Adaptation and Disaster Risk Reduction, a global alliance of United Nations entities, non-governmental organizations and specialist institutes. Other partners in this domain include the Department for Political Affairs, the World Bank and UNDP. Private sector partners will be particularly important for UNEP work to reduce the risks and impacts of industrial accidents;

(b) Second, UNEP will work to enable countries and the humanitarian community to respond rapidly to the environmental impacts of crises. A key partner in this area is the Office for the Coordination of Humanitarian Affairs, with which UNEP has a longstanding Joint Environment Unit. Working through the Joint Environment Unit, UNEP can reach the wider humanitarian community. These partnerships will be critical to extending UNEP capacity and scaling up results, notably by mainstreaming environmental best practices into other organizations' policy and planning processes;

(c) Third, UNEP will support countries that have experienced a crisis to reinstate key environmental policies in order to encourage their more sustainable and effective recovery. Key partners in this regard are Governments, national actors and United Nations country teams in crisis-affected countries, including UNDP, the Department for Political Affairs, the Department for Peacekeeping Operations, and the Office of the United Nations High Commissioner for Refugees.

75. Delivery will increasingly take place through the UNEP regional offices, with dedicated coordination officers to draw on the expertise of the UNEP divisions and to work in partnership with regional entities. Many such partners could be mentioned, but the following are likely to be particularly relevant: the African Union, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Europe, the Organization for Security and Cooperation in Europe, the Caribbean Disaster Emergency Management Agency and the Gulf Cooperation Council. Globally, UNEP will continue to collaborate with education partners to further support education and wider knowledge dissemination on ecosystem-based approaches to resilience and disaster risk reduction.

76. Meanwhile, the subprogramme will leverage synergies across other UNEP subprogrammes, particularly environmental governance; healthy and productive ecosystems; chemicals, waste and air quality; and climate change. The subprogramme is closely aligned with the goals of the Sendai Framework for Disaster Risk Reduction as well as the Sustainable Development Goals (in particular Goals 1, 11, 13, 16, and 17). It will promote gender considerations by using gender-disaggregated data in assessments, as well as by engaging in specific projects that promote gender equality in policymaking processes and capacity-building activities.

Theory of change – resilience to disasters and conflicts



Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors

77. Critical drivers for success are that effective partnerships expand to influence the policies of major implementing agencies in the humanitarian and security fields. Another driver is that the subprogramme is able to scale up successful pilot approaches from local to regional scales in order to have a systemic impact. Risks in terms of the achievement of the subprogramme's expected accomplishments include uncontrollable factors such as extreme weather and deteriorating ecosystems, which would strengthen the "headwinds" faced by the subprogramme. Another risk is that major United Nations and other international policy processes might not continue to prioritize the environmental causes and consequences of crises.

Outputs planned for the biennium in pursuit of expected accomplishments (a): Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Risk assessments, policy support and training delivered to international and United Nations partners, to catalyse environmental cooperation and practical action to address environmental factors contributing to risks from disasters and conflicts	DEPI	DEWA, DTIE, ROs
2. Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to mitigate environmental risks from disasters and conflicts	DTIE	DELC, DEPI, ROs
3. Outreach to raise awareness of the environmental causes and consequences of crises and to promote the sound management of natural resources as a tool for crisis prevention and recovery in vulnerable countries	DCPI	DEPI, DTIE, ROs
Outputs planned for the biennium in pursuit of expected accomplishments (b): Emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery		
1. Technical assistance mobilized to assess environmental risks from disasters and conflicts and to catalyse action by affected countries and/or international partners	DEPI	DTIE, DELC, ROs
2. Technical assistance provided to humanitarian and military actors to reduce their environmental footprint	DEPI	DTIE, DCPI, ROs
Outputs planned for the biennium in pursuit of expected accomplishment (c): Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development		
Policy support and technical assistance provided to post-crisis countries to increase the environmental sustainability of recovery and peacebuilding programmes	DEPI	ROs, DTIE, DELC, DEWA, DCPI

Table 7 (a)
Financial resource requirements by funding category: resilience to disasters and conflicts

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	10 345	(345)	10 000
Non-post	10 155	1 345	11 500
Subtotal A	20 500	1 000	21 500
B. Trust and earmarked funds			
Trust and earmarked funds	23 478	1 122	24 600
Subtotal B	23 478	1 122	24 600
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	991	1 409	2 400
Subtotal D	991	1 409	2 400
E. Regular budget			
Post	2 100	-	2 100
Non-post	200	-	200
Subtotal E	2 300	-	2 300
Total (A + B + C + D + E)	47 269	3 531	50 800

Table 7 (b)
Human resource requirement by funding category: resilience to disasters and conflicts

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	38	(2)	36
Non-post			
Subtotal A	38	(2)	36
B. Trust and earmarked funds			
Trust and earmarked funds	15	4	19
Subtotal B	15	4	19
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	4	2	6
Subtotal D	4	2	6
E. Regular budget			
Post	8	-	8
Non-post			
Subtotal E	8	-	8
Total (A + B + C + D + E)	65	4	69

Note: Figures may vary slightly due to rounding off.

Subprogramme 3

Healthy and productive ecosystems

Objective of the organization: Marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems' long-term functioning and supply of ecosystem goods and services

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks ³³ at the national and international levels	(i) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems ³⁴ Unit of measure: Number of countries and transboundary collaboration frameworks ³⁵	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +4 (4) Progress expected by June 2019: +8 (12) December 2019: +9 (19) Data sources and analysis plan: Reports or websites of ministries of environment or regional seas or basin organizations or other transboundary institutions
	(ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services ³⁶ Unit of measure: Number of countries and transboundary collaboration frameworks	December 2014 (baseline): 16 December 2017 (expected): +3 (19) Progress expected by December 2018: +5 (24) Progress expected by June 2019: +8 (32) December 2019: +9 (41) Data sources and analysis plan: Reports, organizational websites, national statistical departments

³³ Cross-sector collaboration frameworks include informal or formal platforms and institutional arrangements between different sectors on the management of ecosystems with the objective of managing ecosystems for their long-term functioning and to meet multiple objectives. Examples include thematic councils of ministers, national intersectoral round tables or working groups and public-private-civil society partnerships. Transboundary collaboration frameworks include regional seas, basin organizations and transboundary conservation area governing bodies and intergovernmental programmes.

³⁴ Countries or groups of countries (for transboundary ecosystems) demonstrate progress in one or more of the following areas: usage of biodiversity indicators, establishment of protected areas, availability of national/regional conservation plans or policies, availability of maps on the spatial distribution of ecosystem services and goods, increased funding allocation for the conservation of biodiversity and ecosystem functioning. UNEP will further support country progress through support systems for spatial ecosystem connectivity planning, facilitation of South-South and South-North collaboration and international best practice guidance.

³⁵ Progress at transboundary level will be calculated as one unit of progress.

³⁶ Countries or groups of countries demonstrate progress in one or more of the following areas: ecosystem valuation, accounting of ecosystem services or inclusion of natural capital in sustainable development progress measurements. UNEP will further support country progress through facilitation of international agreements on methods and standards for measuring/accounting for ecosystem services and technical assistance to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services.

Objective of the organization: Marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems' long-term functioning and supply of ecosystem goods and services

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
	(iii) Increase in the number of countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management ³⁷	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +4 (4) Progress expected by June 2019: +6 (10) December 2019: +8 (18) Data sources and analysis plan: Project progress reports, stakeholder documentation and country documentation
	Unit of measure: Number of countries and transboundary collaboration frameworks	
	(iv) Increase in the number of education institutions that integrate the ecosystem approach in education frameworks	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +4 (4) Progress expected by June 2019: +6 (10) December 2019: +12 (22) Data sources and analysis plan: Reports from partner education institutions
	Unit of measure: Number of educational institutions	
(b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making	(i) Increase the in number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making ³⁸	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +4 (4) Progress expected by June 2019: +5 (7) December 2019: +7 (12) Data sources and analysis plan: Project progress reports, public environmental expenditure reviews, criteria in budget calls, budget marking systems and other country documentation
	Unit of measure: Number of public sector institutions	

³⁷ Countries or groups of countries demonstrate improvement in the institutional set-up for cross-sector collaboration through one or more of the following: cross-sector agreement on interdisciplinary management objectives of given ecosystems, national or sectoral natural resource sufficiency assessments, agreed spatial and/or management plans, development of scenarios or trade-off analysis, cross-sector round tables/working groups, formal institutional arrangements, cross-sectoral ecosystem-related performance management systems. UNEP will further support country progress through facilitation of South-South and South-North collaboration, cross-sectoral development partnerships, and technical support for sectoral externality assessments.

³⁸ Countries should demonstrate progress through one or more of the following: development and testing of ecosystem impact analysis models for national budgets and financial incentives, institution of environmental impact assessment of national economic decision-making, accounting and reporting on the impacts of public spending on ecosystem health and productivity. Progress can further be demonstrated by the institution of requirements on the private sector to disclose the nature of their dependency and impact on natural capital and the use of enforceable fiscal measures and incentives for companies that integrate value and account for natural capital in their business models. UNEP will further support country progress through the development and completion of peer reviewed models for ecosystem impacts of budgets and financial incentive allocation frameworks, development of scenario analysis tools and strengthening of partnerships seeking to align financial flows with global environmental goals.

Objective of the organization: Marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems' long-term functioning and supply of ecosystem goods and services

Expected accomplishments of the Secretariat

Indicators of achievement

(ii) Increase in the number of private sector entities that adjust their business models to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems³⁹

Unit of measure:

Number of private sector entities

December 2014 (baseline): TBD

December 2017 (expected): TBD

Progress expected by December 2018: +10 (10)

Progress expected by June 2019: +15 (25)

December 2019: +25 (50)

Data sources and analysis plan:

Project progress reports, company profit and loss statements, company balance sheets and other reports such as annual or sustainability reports

Strategy

78. The overall objective of the healthy and productive ecosystems subprogramme is to support countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach that enables them to maintain and restore the long-term functioning of biodiversity ecosystems, and the supply of ecosystem services and goods.

79. The ultimate impact that UNEP aims to contribute in the healthy and productive ecosystems subprogramme by 2030 is healthier marine and terrestrial ecosystems which provide benefits – such as clean water, secure food production systems and natural beauty – that support the well-being of men, women and children. To realize this impact, UNEP and its partners will empower Governments, the private sector and civil society to collaborate, make more holistic decisions, and align the delivery of development and business goals with the long-term functioning of ecosystems. The baseline and progress towards the expected accomplishments can partly be measured through the process-related indicators under the 2030 Agenda,⁴⁰ but these will need to be complemented by other data sources to cover all elements of the indicators of achievement.

³⁹ Private sector entity level progress is demonstrated through elements included in the Natural Capital Declaration (www.naturalcapitaldeclaration.org). These elements include for example: understanding of impacts and dependency on natural capital relevant to their business models, inclusion of the value, risk and opportunities related to natural capital in financial services and products (loans, investments and insurance products e.g., E-RISK), accounting and reporting on the use and maintenance of natural capital. UNEP will further support private sector entity progress through awareness-raising, platforms and knowledge products such as models on causal linkages between investment decisions and ecosystem impacts.

⁴⁰ Expected accomplishment (a): Proposed Sustainable Development Goal indicators (30 November 2015) 1.b.1 Number of national action plans related to multilateral environmental agreements that support accelerated investment in actions that eradicate poverty and sustainably use natural resources, 6.5.1 Degree of integrated water resources management (IWRM) implementation, 11.a.1 Cities with more than 100,000 inhabitants that implement urban and regional development plans integrating population projections and resource needs, 12.8.1 Percentage of educational institutions reporting inclusion of sustainable development and lifestyles topics in formal education curricula, 13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula, 14.1.1 Nitrogen use efficiency composite indicator, 14.2.1 Percentage of coastal and marine development with formulated or implemented integrated coastal management and maritime spatial planning plans, based on an ecosystem approach, that builds resilient human communities and ecosystems and provides for equitable benefit-sharing and decent work, 14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations, 14.c.1 Number of countries implementing either legally or programmatically the provisions set out in regional seas protocols and ratification and implementation of the International Labour Organization (ILO) Maritime and Fisheries Conventions, 15.6.1 Number of countries that have adopted legislative, administrative and policy frameworks for the implementation of the Nagoya Protocol, 15.8.1 Extent of national legislation relevant to the prevention or control of invasive species, 15.9.1 Number of national development plans and processes integrating biodiversity and ecosystem services values, 17.14.1 Number of countries that have ratified and implemented relevant international instruments under the International Maritime Organization (safety, security, environmental protection, civil liability, and compensation and insurance) and the fundamental conventions and

80. The subprogramme will drive change both over the short term and the long term. In the short term, the subprogramme will strengthen partnerships and support countries to better monitor and account for biodiversity and the health and productivity of ecosystems, thus guiding better public and private decision-making. The subprogramme will work with sectoral partners to put in place cross-sector ecosystem management frameworks. It will also support agreements and use knowledge products (such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral performance monitoring systems) to ensure synergies and promote ecosystem management that delivers on multiple sustainable development goals and targets, including the Strategic Plan for Biodiversity 2011–2020 and the Aichi Biodiversity Targets. To that effect, the existing regional seas conventions will be promoted and encouraged in their work towards a sustainable management and use of the marine and coastal environment, and the creation of regional seas conventions where necessary will be fostered.

81. In order to foster long-term change and move considerations for healthy and productive ecosystems from the periphery to the centre of the economy, the subprogramme will work with development banks and the finance sector, among other partners, to raise awareness of how the ecosystem approach can be firmly included in public and private economic decision-making. UNEP will further aim to institutionalize the ecosystem approach in educational frameworks and the education of graduates, who represent the future professionals of various sectors taking decisions that affect the health and productivity of ecosystems (e.g., economists, engineers and lawyers). To deliver this subprogramme, UNEP will build and strengthen partnerships for integrated ecosystem management especially by further engaging with academia, the finance sector and ministries of planning and finance. Collaboration with multilateral environmental agreements,⁴¹ non-governmental organizations, the media and United Nations entities will continue and be strengthened, especially with regard to sectoral advocacy groups, the United Nations Statistics Division, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Department of Economic and Social Affairs and multilateral organizations working on oceans.

82. The successful delivery of the subprogramme will require close collaboration with the other UNEP subprogrammes. Working with the environmental governance and environment under review subprogrammes, UNEP will help to provide the required enabling conditions. The subprogramme will work alongside the resource efficiency; chemicals, waste and air quality; climate change and resilience to disasters and conflicts subprogrammes to decrease some of the key pressures on ecosystems and build the resilience and mitigation capacity of ecosystems.

recommendations of ILO, and that have adopted carbon pricing systems, 17.19.1 Financial and other resources made available to strengthen the statistical capacity in developing countries, 17.19.2 Inclusive Wealth Index.

Expected accomplishment (b): 11.4.1 Share of national (or municipal) budgets which is dedicated to preservation, protection and conservation of national cultural heritage including World Heritage sites, 12.6.1 Number of companies publishing sustainability reports, 12.7.1 Number of countries implementing sustainable procurement policies and action plans, 14.6.1 Dollar value of negative fisheries subsidies against 2015 baseline, 15.a.1 Official development assistance in support of the Convention on Biological Diversity combined with “proportion of public expenditure on conservation and sustainable use of biodiversity and ecosystems in relations to the public budget”, 17.5.1 Number of national and investment policy reforms adopted that incorporate sustainable development objectives or safeguards.

⁴¹ Such as the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals and the regional seas conventions and action plans.

Theory of change – healthy and productive ecosystems



Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors

83. A key risk for the successful delivery of the subprogramme lies in the willingness of various sectors and their respective advocacy groups to work with UNEP. UNEP can mitigate this risk through advocacy and building partnerships with sectors outside the environment constituency. The risk may also be diminished if the integrated nature of the Sustainable Development Goals helps to build further interest in integrated ecosystem management. Furthermore, advances in technology (computing capacity, remote sensing and social media) can drive transparency, internalize externalities and promote better decision-making, therefore also positively supporting the delivery of the subprogramme.

Outputs planned for the biennium in pursuit of expected accomplishment (a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Technical assistance and partnerships to establish indicators for biodiversity and ecosystem functioning and monitoring of key issues that have an impact on ecosystem functioning and ecosystem productivity	DEWA	DEPI, DCPI, DELC, ROs
2. Technical assistance and partnerships on effective conservation measures and monitoring thereof (ecosystem management, ecological representativeness and connectivity)	DEPI	DEWA, DCPI, DELC, ROs
3. Support to United Nations and global efforts to standardize valuation and accounting of ecosystem services and goods (stocks and flows) and inclusion of natural capital in sustainable development monitoring systems, including inclusive wealth accounting	DEPI	DTIE, DEWA, DCPI, ROs
4. Support to countries and/or transboundary frameworks to conduct valuation and accounting of ecosystem services	DTIE	DEPI, DEWA, DCPI, ROs
5. Advocacy and support to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services	DTIE	DEPI, DEWA, DCPI, ROs
6. Development and dissemination of tools and methodologies for integrated ecosystem management	DEPI	DELC, DTIE, DCPI, ROs
7. Support to cross-sectoral institutional frameworks and agreements for ecosystem management	DEPI	DELC, DTIE, DCPI, ROs
8. Technical assistance and partnerships to establish national resource sustainability assessments of key ecosystem goods and services	DEPI	DELC, DTIE, DCPI, ROs
9. Technical assistance and partnerships to include the ecosystem approach in education frameworks (e.g., in sectoral curricula and continuing education courses)	DEPI	DCPI, DTIE, DELC, DEWA, ROs
10. Technical support to universities to provide continuing education on the ecosystems approach	DEPI	DCPI, DTIE, DELC, DEWA, ROs
11. Development and promotion of innovative tools and technologies for the inclusion of the ecosystem approach in education frameworks	DEPI	DCPI, DTIE, DELC, DEWA, ROs

Outputs planned for the biennium in pursuit of expected accomplishment (b): Policymakers in the public and the private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making		
1. Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making	DEPI	DELC, DCPI, DEWA, DTIE, ROs
2. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in economic decision-making	DTIE	DEPI, DELC, DCPI, DEWA, ROs
3. Awareness-raising of the role of economic decision-making in achieving ecosystem-related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes	DTIE	DEPI, DELC, DCPI, DEWA, ROs
4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making	DTIE	DEPI, DCPI, DEWA, DELC, ROs
5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making	DTIE	DEPI, DCPI, DEWA, DELC, ROs
6. Awareness-raising of the role of financial decision-making in achieving ecosystem-related goals and resource availability and the impact of ecosystem health and resource availability on economic outcomes	DTIE	DEPI, DCPI, DEWA, DELC, ROs

Table 8 (a)

Financial resource requirement by funding category: healthy and productive ecosystems

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	20 675	(1 275)	19 400
Non-post	19 325	3 075	22 400
Subtotal A	40 000	1 800	41 800
B. Trust and earmarked funds			
Trust and earmarked funds	39 645	(45)	39 600
Subtotal B	39 645	(45)	39 600
C. GEF trust funds			
GEF trust funds	66 877	13 623	80 500
Subtotal C	66 877	13 623	80 500
D. Programme support costs			
Programme support costs	1 408	1,992	3 400
Subtotal D	1 408	1,992	3 400
E. Regular budget			
Post	3,800	-	3 800
Non-post	300	-	300
Subtotal E	4,100	-	4 100
Total (A+B+C+D+E)	152 030	17 370	169 400

Table 8 (b)

Human resource requirement by funding category: healthy and productive ecosystems

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	79	(10)	69
Non-post			
Subtotal A	79	(10)	69
B. Trust and earmarked funds			
Trust and earmarked funds	13	-	13
Subtotal B	13	-	13
C. GEF trust funds			
GEF trust funds	35	(1)	34
Subtotal C	35	(1)	34
D. Programme support costs			
Programme support costs	4	2	6
Subtotal D	4	2	6
E. Regular budget			
Post	14	-	14
Non-post			
Subtotal E	14	-	14
Total (A+B+C+D+E)	145	(9)	136

Note: Figures may vary slightly due to rounding off.

84. The subprogramme on healthy and productive ecosystems has traditionally benefited from GEF and extrabudgetary funding. The budget for 2018–2019 now aligns with this historical trend in income from these sources. Given the centrality of ecosystem health and productivity to the 2030 Agenda, there is a projected increase in resources. This reflects both the short-term approach with better monitoring and accounting for the health and productivity of ecosystems and the long-term approach to move considerations for healthy and productive ecosystems from the periphery to the centre of the economy.

Subprogramme 4 Environmental governance

Objective of the organization: Policy coherence and strong legal and institutional frameworks increasingly achieve environmental goals in the context of sustainable development

*Expected accomplishments of
the Secretariat*

Indicators of achievement

(a) The international community increasingly converges on common and integrated approaches to achieve environmental objectives and implement the 2030 Agenda for Sustainable Development⁴²

(i) Increase in the number of United Nations entities, international organizations and forums integrating environmental policy issues or approaches emerging from UNEP policy advice into policy documents, strategies or plans on sustainable development

Unit of measure:

(a) Number of United Nations entities, international organizations or intergovernmental forums at the global level that integrate policy issues or approaches emerging from UNEP policy advice into policy documents, strategies and plans adopted pursuant to the 2030 Agenda

(b) Number of United Nations entities, international organizations and forums at the regional level that integrate policy issues or approaches emerging from UNEP policy advice into policy documents, strategies and plans adopted pursuant to the 2030 Agenda

(ii) Increase in the uptake of approaches for the coherent implementation of multiple multilateral environmental agreements or other multilateral institutional mechanisms as a result of UNEP support

Unit of measure:

Number of countries that have integrated in national policy documents, strategies, action plans, or institutional frameworks approaches for the coherent implementation of multiple multilateral environmental agreements or other multilateral institutional mechanisms as a result of UNEP support

December 2014 (baseline): TBD

December 2017 (expected): 8

Progress expected by December 2018: +2 (10)

Progress expected by June 2019: +1 (11)

December 2019: +1 (12)

Data sources and analysis plan:

Review of official documents and outcome documents of United Nations entities, international organizations and forums

December 2014 (baseline): TBD

December 2017 (expected): TBD

Progress expected by December 2018: 4

Progress expected by June 2019: +2 (6)

December 2019: +2 (8)

Data sources and analysis plan:

Review of official documents and outcome documents of United Nations entities, international organizations and forums

December 2014 (baseline): TBD

December 2017 (expected): TBD

Progress expected by December 2018: +4

Progress expected by June 2019: +2

December 2019: +10

Data sources and analysis plan:

Review of national reports to relevant multilateral environmental agreements and other institutional mechanisms, bodies and surveys

⁴² Relevant to the following targets of the Sustainable Development Goals: 15.c and 17.9, 17.14 and 17.16.

Objective of the organization: Policy coherence and strong legal and institutional frameworks increasingly achieve environmental goals in the context of sustainable development		
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
	(iii) Increase in concerted policy action taken by countries on environmental issues of international concern ⁴³ Unit of measure: Number of environmental issues of international concern addressed by Governments through concerted policy action as a result of UNEP supported processes	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: +1 Progress expected by June 2019: +0 December 2019: +1 Data sources and analysis plan: Review of outcomes of intergovernmental processes
(b) Institutional capacities and policy and/or legal frameworks enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals ⁴⁴	(i) Increase in the number of countries that have enhanced ⁴⁵ institutional capacity and legal frameworks to fully implement the multilateral environmental agreements and for the achievement of internationally agreed environmental goals including the 2030 Agenda and the Sustainable Development Goals Unit of measure: Number of countries that demonstrate progress in one or more dimensions of enhancing institutional capacity and legal frameworks as a result of UNEP support	December 2014 (baseline): TBD December 2017 (expected): TBD Progress expected by December 2018: 10 Progress expected by June 2019: (+4) 14 December 2019: (+6) 20 Data sources and analysis plan: Review of reports and databases of information including reports and information provided in the context of multilateral environmental agreements on institutional and legal action at national level

⁴³ Environmental priorities will emerge from Environment Assembly resolutions or other intergovernmental processes on the environment and could include, for instance, the implementation of Principle 10 of the Rio Declaration on Environment and Development, illegal trade in wildlife, marine debris and other issues as they may emerge over time. Results expected could include the establishment of networks or other cooperation frameworks to address international (regional and/or global) issues such as illegal trade in wildlife or transboundary pollution, or the adoption of standards or guidelines for the development of national legislation in certain areas.

⁴⁴ Relevant to the following targets of the Sustainable Development Goals: 1.4, 10.2, 11.6, 12.4, 14.c, 15.6, 15.8, 15.9, 15.a, 16.3, 16.6, 16.7, and 16.b. While the subprogramme will deliver on all these targets, a one-to-one matching of Sustainable Development Goal indicators to the environmental governance subprogramme indicators is not possible. In some cases, the indicators of the Goals are very specific (e.g., indicator 15.8.1: Adoption of national legislation relevant to the prevention or control of invasive alien species) and are included in UNEP indicators with a broader scope (e.g., indicator b (i)). In other cases, the indicators of the Goals are not environment-specific and yet the overall target has an environmental dimension to which UNEP will contribute. For instance, target 16.3, Promote the rule of law at the national and international levels and ensure equal access to justice for all, is extremely relevant to the environment and is addressed as part of expected accomplishment (b), while the indicator for this Sustainable Development Goal target does not refer to the environment.

⁴⁵ Countries or groups of countries demonstrate improvement in their institutional capacity and legal frameworks through progress in the following areas: institutionalization of intersectoral dialogues focusing on the environment among sectoral national institutions; general and sectoral environmental legislation adopted or strengthened to address countries' environmental objectives and implement multilateral environmental agreements; participatory mechanisms on environment integrated in national legislation; clear mandate, budget and trained personnel in place for enforcement of national legislation; evidence of participation of major groups and stakeholders in institutional decision-making processes (for example, as part of environmental impact assessments). A detailed framework for measurement will be developed for objective assessment of progress.

Objective of the organization: Policy coherence and strong legal and institutional frameworks increasingly achieve environmental goals in the context of sustainable development	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
<p>(ii) Increase in the integration of the environment in sustainable development planning, including as part of achieving the 2030 Agenda and the Sustainable Development Goals</p> <p>Unit of measure:</p> <p>(a) Percentage of United Nations country teams developing United Nations common programming frameworks that report the integration of environmental goals in such frameworks</p> <p>(b) Number of countries reporting the integration of the environment in national and subnational planning and budgeting processes on sustainable development</p>	<p>(a) December 2014 (baseline): TBD</p> <p>December 2017 (expected): TBD</p> <p>Progress expected by December 2018: 30 per cent (of United Nations common programming frameworks developed during the biennium)</p> <p>Progress expected by June 2019: +20 per cent (50 per cent)</p> <p>December 2019: +20 per cent (70 per cent)</p> <p>(b) December 2014 (baseline): TBD</p> <p>December 2017 (expected): TBD</p> <p>Progress expected by December 2018: 10</p> <p>Progress expected by June 2019: +4 (14)</p> <p>December 2019: +6 (20)</p> <p>Data sources and analysis plan: United Nations Development Assistance Framework (UNDAF) and other One UN planning frameworks; information collected from countries on national policies and budgets that address the environment in integration with other aspects of sustainable development</p>
<p>(iii) Number of partnerships between UNEP and major groups and stakeholders representatives to promote the achievement of internationally agreed environmental goals, including the Sustainable Development Goals</p> <p>Unit of measure:</p> <p>Partnership agreements between UNEP and representatives of major groups and stakeholders with the explicit aim of promoting the achievement of internationally agreed environmental goals, including the Sustainable Development Goals</p>	<p>December 2014 (baseline): 4</p> <p>December 2017 (expected): +5 (9)</p> <p>Progress expected by December 2018: +3 (12)</p> <p>Progress expected by June 2019: +4 (16)</p> <p>December 2019: +6 (22)</p> <p>Data sources and analysis plan: Strategic cooperation agreements signed between UNEP and organizations representing major groups and stakeholders</p>

Strategy

85. The overall objective of this subprogramme is to strengthen environmental governance to support the achievement of internationally agreed environmental goals and the implementation of the 2030 Agenda.

86. Ultimately, UNEP aims to contribute to ensuring that by 2030 the environmental dimension of sustainable development is addressed through inclusive, sustainable and coherent governance arrangements. This requires, at all levels of governance, informed and coherent policy direction; concerted, harmonized actions with regard to environmental issues and responsive normative frameworks; effective and transparent institutions; and the participation of all stakeholders. It also requires strengthened science-policy linkages, adequate institutional capacities and supporting finance. Strengthened governance arrangements will also support effective responses to emerging issues.

87. In 2018–2019, UNEP will promote harmonized policies on the environment including in thematic areas covered by multilateral environmental agreements and other multilateral institutional arrangements. It will promote the full integration of the environment in sustainable development policies and more coordinated approaches to achieving environmental objectives as part of the 2030 Agenda for Sustainable Development. It will do so through its role in United Nations interagency mechanisms and through advisory services and policy advice to Governments, intergovernmental forums and international organizations. It will promote the development and use of multilateral environmental agreement implementation approaches that, by addressing commonalities, result in synergy and efficiency of action. It will support intergovernmental and other decision-making processes that aim to take concerted policy action on environmental issues of international concern, such as illegal trade in wildlife, transboundary pollution and other priorities identified in the Montevideo Programme for the Development and Periodic Review of Environmental Law and Environment Assembly resolutions.

88. UNEP will also promote stronger national institutions, better enforcement capacities and enhanced policies and laws to enable the achievement of environmental goals. It will ensure that gender-responsiveness is integral to institutional strengthening and that gender-sensitive policies and laws are promoted. To that end, UNEP will invest in knowledge tools, training and technical assistance in partnership with key global and local actors.

89. At the regional and country levels, through its strategic regional presence, and based on assessed needs, UNEP will strengthen the enabling conditions for the full implementation of the multilateral environmental agreements and the 2030 Agenda by working with a wide spectrum of stakeholders and the most important actors for change including policymakers, legislators and the enforcement sector, and civil society and the private sector, who are at the core of enacting and promoting the implementation of policy and regulatory frameworks. It will also promote the foundation required for inclusive governance by focusing on the implementation of the rule of law as a principle with regard to the environment. UNEP will rely on “Delivering as one” efforts and partnerships with other United Nations entities and players on the ground, building and expanding on successful joint initiatives, including the UNDP-UNEP Poverty-Environment Initiative.

90. UNEP will expand its collaboration with United Nations entities and bodies working on environmental governance, including UNDP, FAO, the United Nations Rule of Law Unit, the World Bank and regional organizations. It will also engage in partnerships that advance more integrated approaches to sustainable development, for instance by working with United Nations entities and bodies that are working actively on the social dimension of sustainable development, and with development-oriented and trade-oriented organizations such as development banks. It will promote a multi-stakeholder approach that includes the private sector and non-governmental organizations. It will collaborate with networks of institutions and experts, including judicial networks, parliamentarians’ organizations, enforcement networks, universities and centres of excellence.

Theory of change – environmental governance



Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors

91. Critical drivers to achieve the expected results are sustained support from Governments through the governing bodies of United Nations entities; support for an integrated approach to the environment and sustainable development across the United Nations system; and effective partnerships and interagency collaboration mechanisms. Corruption could undermine UNEP efforts, and changes within Governments might lead to reduced support for environmental governance.

Outputs planned for the biennium in pursuit of expected accomplishments (a): The international community increasingly converges on common and integrated approaches to achieve environmental objectives and implement the 2030 Agenda for Sustainable Development		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Advisory services and secretariat support to global, regional and subregional intergovernmental processes and for addressing the environmental dimension of the 2030 Agenda for Sustainable Development	DELDC	RSO, ROs
2. Advisory services on system-wide coherence on the environment and secretariat services to interagency mechanisms on environment and sustainable development issues	EO/DELDC	EMG secretariat
3. Advisory services to Governments to promote synergies in the implementation of MEAs and other multilateral institutional arrangements	DELDC	DEPI, DTIE, ROs
4. Information and knowledge management products on the coherent and synergistic implementation of MEAs, the implementation of the environmental dimension of the 2030 Agenda for Sustainable Development and on legal and institutional responses to emerging environmental issues of international concern	DELDC	DEWA
5. Technical support to cooperation frameworks for the management of transboundary natural resources and intergovernmental processes that regulate international environmental issues	DELDC	DEPI, DTIE, ROs
Outputs planned for the biennium in pursuit of expected accomplishment (b): Institutional capacities and policy and/or legal frameworks enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals		
1. Advisory services and capacity development to strengthen institutional capacity and policy and legal frameworks for effectively and inclusively addressing the environmental dimension of Sustainable Development Goals	DELDC	DEPI, ROs
2. Advisory services to support countries in applying integrated approaches to the three dimensions of sustainable development in planning and policymaking, including in United Nations common country programming processes and in the context of promoting poverty and environment linkages in countries' policymaking, planning and budgeting	DEPI	RSO, ROs, DELDC
3. Advisory services to countries and regions to promote the implementation of Principle 10 of the Rio Declaration on Environment and Development and the Bali Guidelines, including the development of adequate legal instruments and the effective engagement of major groups and stakeholders in environmental decision-making and the implementation of the Sustainable Development Goals	DELDC	SGB, all regional offices, DEWA

Table 9 (a)
Financial resource requirement by funding category: environmental governance

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	12 853	3 847	16 700
Non-post	12 147	7 153	19 200
Subtotal A	25 000	11 000	35 900
B. Trust and earmarked funds			
Trust and earmarked funds	29 020	3 780	32 800
Subtotal B	29 020	3 780	32 800
C. GEF trust funds			
GEF trust funds	–	–	–
Subtotal C	–	–	–
D. Programme support costs			
Programme support costs	998	1 402	2 400
Subtotal D	998	1 402	2 400
E. Regular budget			
Post	6 500	–	6 500
Non-post	400	–	400
Subtotal E	6 900	–	6 900
Total (A+B+C+D+E)	61 918	16 182	78 000

Table 9 (b)
Human resource requirement by funding category: environmental governance

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	54	10	64
Non-post			
Subtotal A	54	10	64
B. Trust and earmarked funds			
Trust and earmarked funds	40	9	49
Subtotal B	40	9	49
C. GEF trust funds			
GEF trust funds	–	–	–
Subtotal C	–	–	–
D. Programme support costs			
Programme support costs	5	1	6
Subtotal D	5	1	6
E. Regular budget			
Post	23	–	23
Non-post			
Subtotal E	23	–	23
Total (A+B+C+D+E)	122	20	142

Note: Figures may vary slightly due to rounding off.

Subprogramme 5

Chemicals, waste and air quality

Objective of the organization: Sound management of chemicals and waste and improved air quality contribute to a healthier environment and better health for all

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	
(a) Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management (SAICM) ⁴⁶	(i) Increase in the number of countries ⁴⁷ that have used UNEP analysis or guidance, and where possible are applying a multi-sectoral approach, in developing or implementing legislation, policies or action plans that promote sound chemicals management and implementation of the relevant multilateral environmental agreements and SAICM Unit of measure: Number of countries reporting ⁴⁸ new legislation, policies or action plans developed/adopted concerning general issues as well as specifics on lead in paint, mercury, persistent organic pollutants, ozone-depleting substances and other chemical priority areas ⁴⁹	December 2014 (baseline): 0 December 2017 (estimate): 0 Progress expected by December 2018: +10 (10) Progress expected by June 2019: +5 (15) December 2019: +5 (20) Data sources and analysis plan: Official government correspondence and documents
	(ii) Increase in the number of private companies/industries that have developed or implemented a strategy or specific actions on sound chemicals management using UNEP analysis or guidance ⁵⁰ Unit of measure: Number of companies	December 2014 (baseline): 0 December 2017 (estimate): 0 Progress expected by December 2018: +10 (10) Progress expected by June 2019: +5 (15) December 2019: +5 (20) Data sources and analysis plan: Annual company reports, official communications, surveys

⁴⁶ Contributing to achieving: Sustainable Development Goal target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination; target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally; and target 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

⁴⁷ Since this indicator aggregates results for a variety of chemical areas on which countries may develop or adopt legislation, policies or action plans, monitoring and reporting on progress will ensure that countries are not counted multiple times when they achieve results for more than one chemical.

⁴⁸ Reporting will be done under the compliance regimes of the multilateral environmental agreements (e.g., the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal; the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants, the Montreal Protocol on Substances that Deplete the Ozone Layer) and the Strategic Approach to International Chemicals Management.

⁴⁹ Examples of emerging priority chemicals include highly hazardous pesticides and environmentally persistent pharmaceutical pollutants.

⁵⁰ The following capacity framework will be applied: (1) membership in a partnership; (2) a commitment to action; (3) adoption of a strategy or plan; and (4) implementation of the strategy or plan. Only organizations that have started implementing a strategy or plan (stage 4) will count towards the indicator.

Objective of the organization: Sound management of chemicals and waste and improved air quality contribute to a healthier environment and better health for all

Expected accomplishments of the secretariat

Indicators of achievement

	(iii) Increase in the number of civil society organizations that have undertaken action on improving chemicals management using UNEP analysis or guidance ⁵¹ Unit of measure: Number of civil society organizations	December 2014 (baseline): 0 December 2017 (estimate): 0 Progress expected by December 2018: +10 (10) Progress expected by June 2019: +5 (15) December 2019: +5 (20) Data sources and analysis plan: Annual civil society organization reports, official communications, surveys
(b) Policies and legal and institutional and fiscal strategies and mechanisms for waste prevention and sound management developed or implemented in countries within the framework of relevant multilateral environmental agreements ⁵²	(i) Increase in the number of countries ⁵³ that have used UNEP analysis or guidance in implementing waste prevention and sound management policies and good practices, in accordance with relevant multilateral environmental agreements, SAICM and other relevant international agreements Unit of measure: Number of countries	December 2014 (baseline): 0 December 2017 (estimate): +5 (5) Progress expected by December 2018: +1 (6) Progress expected by June 2019: +2 (8) December 2019: +3 (11) Data sources and analysis plan: Number of countries reporting implementation of policies and good practices for waste prevention and sound waste management
	(ii) Increase in the number of private companies/industries that have used UNEP analysis or guidance in implementing policies and good practices for waste prevention and sound waste management Unit of measure: Number of companies	December 2014 (baseline): 0 December 2017 (estimate): +5 (5) Progress expected by December 2018: +1 (6) Progress expected by June 2019: +2 (8) December 2019: +3 (11) Data sources and analysis plan: Annual company reports, official communications, surveys

⁵¹ The following capacity framework will be applied: (1) membership in a partnership; (2) a commitment to action; (3) adoption of a strategy or plan; and (4) implementation of the strategy or plan. Only organizations that have started implementing a strategy or plan (stage 4) will count towards the indicator.

⁵² Contributing to achieving: Sustainable Development Goal target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination; target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally; target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management; target 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment; and target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

⁵³ Since this indicator aggregates results for a variety of waste streams for which countries may implement policies and good practices, monitoring and reporting on progress will ensure that countries are not counted multiple times when they achieve results for more than one waste stream.

Objective of the organization: Sound management of chemicals and waste and improved air quality contribute to a healthier environment and better health for all

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	
	(iii) Increase in the number of civil society organizations that have taken action to enhance waste prevention and improve waste management using UNEP analysis or guidance ⁵⁴ Unit of measure: Number of civil organizations	December 2014 (baseline): 0 December 2017 (estimate): +5 (5) Progress expected by December 2018: +1 (6) Progress expected by June 2019: +2 (8) December 2019: +3 (11) Data sources and analysis plan: Annual civil society organization reports, official communications, surveys
(c) National emissions sources identified, policies, legal, regulatory, fiscal and institutional frameworks and mechanisms for the reduction of air pollution developed, institutional capacity built for improved air quality, and air quality assessments done by countries with UNEP support ⁵⁵	(i) Increase in the number of countries that have developed national emission inventories and air quality assessments with publicly accessible monitoring data and information electronically available Unit of measure: Number of countries	December 2014 (baseline): 35 December 2017 (estimate): 40 Progress expected by December 2018: +5 (45) Progress expected by June 2019: +5 (50) December 2019: +5 (55) Data sources and analysis plan: Official governmental correspondence, documents, and surveys
	(ii) Increase in the number of countries that have adopted policies, standards, and legal, regulatory, fiscal and institutional frameworks and mechanisms for improved air quality with UNEP analysis or guidance ⁵⁶ Unit of measure: Number of countries	December 2014 (baseline): 0 December 2017 (estimate): 0 Progress expected by December 2018: +5 (5) Progress expected by June 2019: +3 (8) December 2019: +3 (11) Data sources and analysis plan: Official correspondence, documents, and surveys
	(iii) Increase in the number of countries that have raised awareness on the importance of air quality and have made air quality monitoring data and other information publicly available and easily understandable with UNEP analysis or guidance Unit of measure: Number of countries	December 2014 (baseline): 0 December 2017 (estimate): 0 Progress expected by December 2018: +5 (5) Progress expected by June 2019: +5 (10) December 2019: +10 (20) Data sources and analysis plan: Official correspondence, documents, and surveys

⁵⁴ The following capacity framework will be applied: (1) membership in a partnership; (2) a commitment to action; (3) adoption of a strategy or plan; and (4) implementation of the strategy or plan. Only organizations that have started implementing a strategy or plan (stage 4) will count towards the indicator.

⁵⁵ Contributing to achieving Sustainable Development Goal target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination; and target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

⁵⁶ Only countries that have a policy in place on air quality with air quality standards, and those that have the necessary legal, regulatory or fiscal framework that supports the policy, and national institutions responsible for ensuring that the legal framework is implemented, will be counted in the indicator.

Strategy

92. The overall objective of the chemicals, waste and air quality subprogramme is to support countries in their efforts to improve the management of chemicals and waste and improve air quality in order to significantly reduce negative impacts on the environment and human health. Addressing air quality will mean a reduction in particulate matter and other air pollutants over and above the chemicals and waste that are harmful to human health.

93. The subprogramme will continue to support the implementation of relevant chemicals, pollution and waste-related multilateral environmental agreements⁵⁷ and the Strategic Approach to International Chemicals Management.⁵⁸ Special attention will be paid to the implementation of two Environment Assembly resolutions: 1/5, on chemicals and waste, and 1/7, on strengthening the role of the United Nations Environment Programme in promoting air quality. Although there are two separate expected accomplishments on chemicals and waste, UNEP will ensure a coherent and integrated implementation in both thematic areas as well as in relation to the *Global Chemicals Outlook* and *Global Waste Management Outlook* reports and their follow-up.

94. In order to achieve the subprogramme's objective, UNEP will work with Governments, businesses and civil society organizations to help them reduce levels of harmful chemicals, hazardous waste and air pollution, including from sand and dust storms; increase the reuse, reduction, recycling and recovery of waste; and expand the use of green, non-harmful, non-polluting chemicals. UNEP will strongly advocate the design of products and processes that minimize air pollution and the generation and use of hazardous substances.

95. UNEP recognizes that the human health impacts of unsound chemicals and waste management and reduced air quality are often gender differentiated and socially determined, with the greatest burdens carried by women, children and members of poor and disadvantaged communities. The subprogramme will ensure that gender perspectives are addressed in its project design and implementation while ensuring that risk assessments incorporate gender-specific tools and sex-disaggregated data. The subprogramme will also encourage gender aspects to be mainstreamed into the sound management of chemicals and waste and in increasing air quality.

96. The subprogramme can achieve its objective and goals by enabling countries to integrate the environmentally sound management of chemicals and waste and air quality improvement into laws, regulations, policies, budgets, strategies and fiscal reforms; by increasing their knowledge of the risks posed by harmful chemicals and polluted air; and by promoting green design and sustainable chemistry. In addition, UNEP will encourage all stakeholders, including those in the private sector, to adopt environmentally sound technologies, especially best available techniques and best environmental practices where possible, for the sound management of chemicals and waste.

97. UNEP will emphasize the concept of environmentally sound management of chemicals and wastes, including risk prevention and reduction, for the achievement of the 2020 goal of the Strategic Approach and the 2030 targets of the Sustainable Development Goals, which are also intended to enhance sustainable urban development. To achieve these goals and targets, UNEP will work towards coherent and integrated implementation, following up on the conclusions and recommendations of the recent *Global Chemicals Outlook* and *Global Waste Management Outlook*. Furthermore, the role of UNEP in international frameworks will be further capitalized upon to strengthen its work on air quality during the coming years and beyond.

98. UNEP will further develop the three components of the integrated approach to financing the sound management of chemicals and waste (mainstreaming, industry involvement and dedicated external finance). In parallel, UNEP will develop and share scientific and technological assessments, including risk assessments, tools, methods and guidance to ensure effective implementation.

99. UNEP and its partners will promote the environmentally sound management of chemicals and wastes, life cycle approaches, the concept of a circular economy and green and sustainable chemistry. Such ideas will be applied to enhancing the sound management of chemicals and waste and improving air quality, and to reducing waste generation and disposal. UNEP will emphasize the importance of emerging issues identified in the resolutions adopted by the International Conference on Chemicals

⁵⁷ Key multilateral environmental agreements in the chemicals, waste and air quality fields are the Basel, Rotterdam and Stockholm conventions, the Minamata Convention on Mercury, the Vienna Convention for the Protection of the Ozone Layer and the Montreal Protocol on Substances that Deplete the Ozone Layer, and the Convention on Long-range Transboundary Air Pollution.

⁵⁸ The Strategic Approach is a global framework that is intended to foster the sound management of chemicals.

Management at its fourth session,⁵⁹ and the Programme will continue to support implementation towards the achievement of the 2020 goals and the development of the post-2020 framework on chemicals and waste.

100. UNEP will embrace and work to advance the environmentally sound management of chemicals and wastes and the concept of sustainable and green chemistry, which has emerged as a promising opportunity to transform the way chemicals are designed, produced, reused and disposed of throughout their life cycles in addition to helping to inform and realize air quality and climate benefits. In this work, UNEP will build on the lessons learned in the context of the Vienna Convention and its Montreal Protocol.

101. UNEP will work with partners to address the emerging issue of sand and dust storms. Such work will include monitoring and modelling activities, sharing knowledge, the development of a strategic plan of action and enhanced collaboration among stakeholders.

102. UNEP will establish, strengthen and coordinate the necessary partnerships⁶⁰ to scale up the use of tools and guidelines; improve the mainstreaming of chemicals and waste, and air quality management in health and other sectors; and consolidate the scientific evidence underpinning these issues.

103. Key stakeholders and partners include the secretariats of the aforementioned chemicals-related and waste-related multilateral environmental agreements, the Basel and Stockholm convention regional centres, the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals, Clean Air Asia, the International POPs Elimination Network, the International Council of Chemical Associations, the PCBs Elimination Network, the International Solid Waste Association, the International Organization for Standardization, national ministries of environment, finance, industry, technology and transport, and the academic sector.

104. UNEP will strengthen its leading role in supporting and implementing partnerships that promote better air quality. Examples of such partnerships at the global level include the Climate and Clean Air Coalition and the Partnership for Clean Fuels and Vehicles. Cooperation with the Economic Commission for Europe,⁶¹ the World Health Organization (WHO) and the World Meteorological Organization will be strengthened to capitalize on their respective expertise, avoid duplication and help achieve complementary results. At the regional level, the Asia-Pacific Clean Air Partnership serves as a fine example of success. UNEP will continue to host the global secretariats for both the Climate and Clean Air Coalition and the Partnership for Clean Fuels and Vehicles. UNEP will enhance its support to these and other partners to reduce small particulate matter emissions of the global vehicle fleet by 90 per cent. In addition to transport, UNEP work on air quality will include work across other relevant sectors to ensure air quality action plans are implemented effectively.

105. UNEP will work closely with its regional offices to identify regional priorities and needs and ensure increased coordination and effective regional delivery. UNEP regional offices will continue to support several regional initiatives, including the implementation of intergovernmental agreements and air quality action plans.

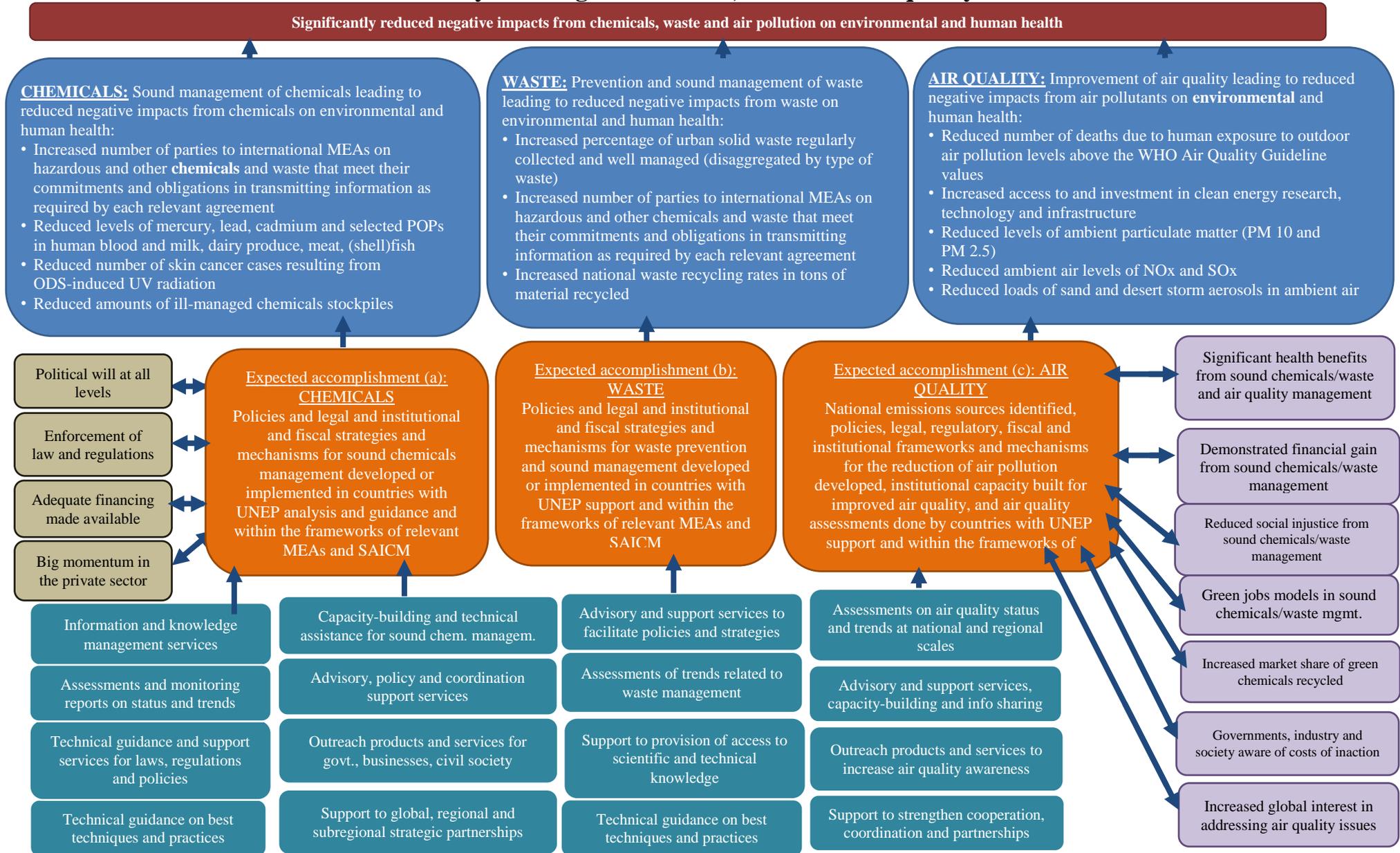
106. UNEP will continue to leverage impact through its work with GEF and the Multilateral Fund for the Implementation of the Montreal Protocol, which are key funders in this field.

⁵⁹ Fourth session of the International Conference on Chemicals Management (the governing body of the Strategic Approach) held in Geneva in September and October 2015.

⁶⁰ Examples of key partnerships include the Global Mercury Partnership, the Global Alliance to Eliminate Lead Paint, and the Global Partnership on Waste Management.

⁶¹ Provides the secretariat of the Convention on Long-range Transboundary Air Pollution.

Theory of change – chemicals, waste and air quality



External factors

107. The achievement of these outcomes rests on the assumption that relevant laws, regulations and legally binding agreements (multilateral environmental agreements) will be increasingly enforced and there will be continued momentum in the private sector to support the environmentally sound management of chemicals and waste and green chemistry. Drivers that UNEP aims to influence include the demonstration of financial gain, a reduction in social injustice, an increase in green job models and green chemicals market shares, increased global interest in air quality issues and greater awareness among Governments, industry and civil society on the societal costs of inaction. The benefits for environmental and human health resulting from the sound management of chemicals and waste and improved air quality are considered a top driver which is expected to trigger major changes in stakeholder behaviour, knowledge and skills.⁶²

Outputs planned for the biennium in pursuit of expected accomplishments (a): Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Information and knowledge management services to promote sound chemicals management	DTIE	DEWA, DELC, DCPI, ROs
2. Assessments and monitoring reports on status, trends and risks in chemicals management	DEWA	DEPI, DCPI, DTIE, ROs
3. Technical guidance and support services for the establishment and enforcement of laws, regulations and fiscal policies for sound chemicals management	DELC	DEPI, DCPI, DTIE, ROs
4. Technical guidance on best available techniques, good practices, best environmental practices, and risk reduction in sound chemicals management	DTIE	DEPI, DEWA, DCPI, ROs
5. Capacity-building and technical assistance for sound chemicals management provided to Governments, private companies and civil society organizations	DTIE	DEPI, DCPI, ROs
6. Advisory, policy and coordination support services to secretariats of chemicals-related multilateral environmental agreements and the Strategic Approach to promote sound chemicals management	DTIE	DEPI, DELC, DCPI, ROs
7. Support to global, regional and subregional strategic partnerships and integrated approaches to promote the sound management of chemicals	DTIE	DEPI, DEWA, DELC, DCPI, ROs
8. Outreach products and services provided to Governments, private companies and civil society organizations to increase awareness of sound chemicals management	DCPI	DEPI, DEWA, DELC, DTIE, ROs
Outputs planned for the biennium in pursuit of expected accomplishments (b): Policies and legal and institutional and fiscal strategies and mechanisms for waste prevention and sound management developed or implemented in countries within the framework of relevant multilateral environmental agreements		
1. Assessments of status and trends related to risks and the improvement of waste management at various scales, in particular at national levels	DEWA	DEPI, DCPI, DTIE, ROs
2. Support to countries to access scientific and technical knowledge necessary to implement and enforce sound management of waste, in accordance with waste-related multilateral environmental agreements	DTIE	DEWA, DELC, DCPI, ROs

⁶² Reference is made to the WHO study and air quality guidelines for particulate matter, ozone, nitrogen dioxide and sulphur dioxide, which include a risk assessment and explain public health benefits. See: http://apps.who.int/iris/bitstream/10665/69477/1/WHO_SDE_PHE_OEH_06.02_eng.pdf.

Outputs planned for the biennium in pursuit of expected accomplishments (a): Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
3. Technical guidance on best available techniques, good practices, best environmental practices and risk reduction developed with the academic sector for the sound management of waste	DTIE	DEPI, DEWA, DCPI, ROs
4. Advisory and support services to facilitate policymaking and strategy development towards sound integrated waste management	DTIE	DELC, DCPI, ROs
5. Outreach products and services provided to Governments, private companies and civil society organizations to increase awareness of waste prevention and sound waste management	DCPI	DEPI, DEWA, DELC, DTIE, ROs
Outputs planned for the biennium in pursuit of expected accomplishment (c): National emissions sources identified, policies, legal, regulatory, fiscal and institutional frameworks and mechanisms for the reduction of air pollution developed, institutional capacity built for improved air quality, and air quality assessments done by countries with UNEP support		
1. Assessments of status and trends related to air quality at various scales, in particular at national and regional levels	DEWA	DTIE, DELC, DCPI, ROs
2. Technical guidance and support services for the establishment and enforcement of laws, regulations and fiscal policies to reduce air pollution	DELC	DEPI, DTIE, DCPI, ROs
3. Advisory and support services and capacity-building to facilitate standards and strategy development, and information sharing necessary to reduce air pollution	DTIE	DEPI, DELC, DCPI, ROs
4. Support to strengthen cooperation, coordination and partnerships across the globe, including within the United Nations system, and enhance linkages and synergies among major air quality programmes and stakeholders	DTIE	DEPI, DEWA, DELC, DCPI, ROs
5. Outreach products and services provided to Governments, private companies and civil society organizations to increase awareness on air quality importance and urgency	DCPI	DEPI, DEWA, DELC, DTIE, ROs

Table 10 (a)

Financial resource requirement by funding category: chemicals, waste and air quality

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	15 137	(137)	15 000
Non-post	20 863	(3 563)	17 300
Subtotal A	36 000	(3 700)	32 300
B. Trust and earmarked funds			
Trust and earmarked funds	33 231	5 169	38 400
Subtotal B	33 231	5 169	38 400
C. GEF trust funds			
GEF trust funds	10 136	14 164	24 300
Subtotal C	10 136	14 164	24 300

D. Programme support costs			
Programme support costs	1 009	1 391	2 400
Subtotal D	1 009	1 391	2 400
E. Regular budget			
Post	2 300	–	2 300
Non-post	300	–	300
Subtotal E	2 600	–	2 600
Total (A + B + C + D + E)	82 976	17 024	100 000

Table 10 (b)

Human resource requirement by funding category: chemicals, waste and air quality

Category	Staffing resources (number of posts)		
	2016–2017	Changes	2018–2019
A. Environment Fund			
Post	49	3	52
Non-post			
Subtotal A	49	3	52
B. Trust and earmarked funds			
Trust and earmarked funds	16	–	16
Subtotal B	16	–	16
C. GEF trust funds			
GEF trust funds	4	3	7
Subtotal C	4	3	7
D. Programme support costs			
Programme support costs	4	1	5
Subtotal D	4	1	5
E. Regular budget			
Post	9	–	9
Non-post		–	
Subtotal E	9	–	9
Total (A+B+C+D+E)	82	7	89

Note: Figures may vary slightly due to rounding off.

Subprogramme 6

Resource efficiency

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels ^{64,65,66}	(i) Increase in the number of countries ^{67,68} transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies ^{69,70,71}	December 2014 (baseline): 6 December 2017 (expected): +6 (12) Progress expected by December 2018: +3 (15) Progress expected by June 2019: +4 (19) December 2019: +3 (22)

⁶³ The objective is aligned with the 2030 Agenda, in particular Sustainable Development Goal 12 on sustainable consumption and production and Goal 8 on sustained, inclusive and sustainable economic growth, together with other relevant Goals such as 2, 3, 11 and 17. Together, these Goals provide a solid foundation and orientation as well as clear and specific guidance for the implementation of the subprogramme.

⁶⁴ Policies include frameworks, laws, strategies, action plans.

⁶⁵ Related to Sustainable Development Goal 12, target 12.1: Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries; (proposed indicator: Number of countries with sustainable consumption and production national action plans or with sustainable consumption and production mainstreamed as a priority or target into national policies, poverty reduction strategies and sustainable development strategies); target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources; Sustainable Development Goal 8, target 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns with developed countries taking the lead; Related to Sustainable Development Goal 12, target 12.a: Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

⁶⁶ Related to Sustainable Development Goal 17, target 17.14: Enhance policy coherence for sustainable development.

⁶⁷ This also includes a country's participation in international, regional, as well as subnational policies, laws, strategies, action plans and frameworks.

⁶⁸ In addition, the total number of actual frameworks, laws, policies, strategies and action plans per country will be tracked. At country level the following capacity framework will be applied: (1) assessment stage; (2) policy design stage; (3) policy adoption stage; and (4) policy implementation stage. Only countries that have started with actual policy implementation (stage 4) will count towards the indicator. For purposes of progress reporting, a well-differentiated and disaggregated country map will be presented showing the number of policies per country, type of policy, and the respective capacity stage they are at.

⁶⁹ Policies include frameworks, laws, strategies and action plans. This indicator is not comparable to that in the programme of work 2016–2017 as this indicator focuses on policy implementation, while in the programme of work 2016–2017 the indicator included both policy adoption and implementation.

⁷⁰ Related to Sustainable Development Goal 17, target 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda; target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020. Related to Sustainable Development Goal 12, target 12.1: Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries (proposed indicator: Number of countries with sustainable consumption and production national action plans or with sustainable consumption and production mainstreamed as a priority or target into national policies, poverty reduction strategies and sustainable development strategies); target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources. Sustainable Development Goal 8, target 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, with developed countries taking the lead.

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

Expected accomplishments of the Secretariat

Indicators of achievement

	<p>Unit of measure: Number of countries transitioning to sustainable development through multiple pathways, including by implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies⁷²</p> <p>(ii) Increase in the number of local governments and cities that measure their resource profiles and report on the sustainable management of resources on the basis of global frameworks⁷³</p> <p>Unit of measure: (a) Number of local governments and cities that adopt systems to measure sustainability based on indicator frameworks developed by or with UNEP (b) Number of local governments and cities that publish their resource profiles (c) Number of local governments and cities linking local progress with global indicators towards reaching Sustainable Development Goal 11</p>	<p>Data sources and analysis plan: UNEP, Green Growth Knowledge Platform, regional body, ministry and local government reports/publications; endorsed/adopted regional, national and subnational inclusive green economy/sustainable consumption and production policies; review of reports, surveys and interviews</p> <p>December 2014 (baseline): 1 December 2017 (expected): +4 (5) Progress expected by December 2018: +5 (10) Progress expected by June 2019: +6 (16) December 2019: +7 (23)</p> <p>Data sources and analysis plan: Reports, City Development Index publications/reports, surveys and interviews</p>
(b) Public, private and financial sectors increasingly adopt and implement sustainable management frameworks and practices ⁷⁴	<p>(i) Increase in the number of public and private stakeholders that base their decision-making on life cycle approaches⁷⁵</p> <p>Unit of measure: Number of public and private stakeholders that formulate sustainable consumption and production policies based on life cycle approaches</p>	<p>December 2014 (baseline): 12 December 2017 (expected): +10 (22) Progress expected by December 2018: +3 (25) Progress expected by June 2019: +2 (27) December 2019: +3 (30)</p> <p>Data sources and analysis plan:</p>

⁷¹ Related to Sustainable Development Goal 17, target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

⁷² Policies include frameworks, laws, strategies and action plans.

⁷³ Related to Sustainable Development Goal 11, target 11.b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels; target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries; target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

⁷⁴ Related to Sustainable Development Goal 12, target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

⁷⁵ Related to Sustainable Development Goal 12, target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

Expected accomplishments of the Secretariat

Indicators of achievement

<p>(ii) Increase in the number of public and private finance stakeholders that adopt sustainable finance principles, processes and frameworks⁷⁶</p> <p>Unit of measure:⁷⁷</p> <p>(a) Number of financial institutions that are members of the UNEP Finance Initiative</p> <p>(b) Number of insurance companies implementing the principles for sustainable insurance</p> <p>(c) Number of countries in which national processes and frameworks mainstream sustainable finance</p> <p>(iii) Increase in the number of countries and businesses that implement⁷⁸ sustainable tourism policies^{79,80,81,82}</p> <p>Unit of measure:</p> <p>(a) Number of countries that implement sustainable tourism policies</p> <p>(b) Number of businesses that implement sustainable tourism policies</p>	<p>Reports of public and private stakeholders</p> <p>December 2014 (baseline): TBD December 2017 (expected): 293 Progress expected by December 2018: +12 (305) Progress expected by June 2019: +5 (310) December 2019: +7 (317) Data sources and analysis plan: UNEP Finance Initiative membership records, reports, stakeholders reports, interviews, surveys</p> <p>December 2014 (baseline): TBD December 2017 (expected): +13 (13) Progress expected by December 2018: +30 (43) Progress expected by June 2019: +37 (80) December 2019: +45 (125) Data sources and analysis plan: Approved/adopted tourism policies, strategies, actions plans, reports, interviews, surveys</p>
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⁷⁶ Related to Sustainable Development Goal 8, target 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all; Sustainable Development Goal 9, target 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

⁷⁷ Becoming a member of the UNEP Finance Initiative requires becoming a signatory of the UNEP Statement of Commitment by Financial Institutions on Sustainable Development (<http://www.unepfi.org/about/statements/statement/>). Members of the UNEP Finance Initiative's principles for sustainable insurance commit to adhering to the principles (<http://www.unepfi.org/psi/the-principles/>).

⁷⁸ The following capacity framework will be applied: (1) assessment stage (2) policy design stage, (3) policy adoption stage, and (4) policy implementation stage. Only countries and businesses starting with the implementation of sustainable tourism policies (stage 4) will count towards the indicator. For purposes of progress reporting a well-differentiated and disaggregated country map will be presented showing the number of policies per country, type of policy, and the respective capacity stage they are in.

⁷⁹ Including strategies and action plans.

⁸⁰ Related to Sustainable Development Goal 8, target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

⁸¹ Related to Sustainable Development Goal 9: target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

⁸² Related to Sustainable Development Goal 12, target 12.b: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	<p>(iv) Increase in the number of companies that report sustainable management practices they have adopted⁸³</p> <p>Unit of measure: Number of companies that report the adoption of sustainable management practices</p> <p>December 2014 (baseline): 0 December 2017 (expected): +20 (20) Progress expected by December 2018: +10 (30) Progress expected by June 2019: +7 (37) December 2019: +8 (45) Data sources and analysis plan: Annual reports, sustainability reports, technical fact sheets, case studies, surveys, reports of partnerships and initiatives in which UNEP participates</p>
	<p>(v) Increase in the number of countries,⁸⁴ and private sector stakeholders that implement⁸⁵ sustainable consumption and production policies⁸⁶ in the building and construction sector⁸⁷</p> <p>Unit of measure: (a) Number of countries⁸⁸ that implement sustainable consumption and production policies in the building and construction sector (b) Number of private sector stakeholders that implement sustainable consumption and production policies in the building and construction sector</p> <p>December 2014 (baseline): 45 December 2017 (expected): +33 (78) Progress expected by December 2018: +16 (94) Progress expected by June 2019: +8 (102) December 2019: +18 (120) Data sources and analysis plan: Annual reports, reports, publications, adopted policies, published standards; surveys, interviews</p>

⁸³ Directly related to Sustainable Development Goal 12, target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle (proposed indicator: Number of companies publishing sustainability reports).

⁸⁴ Including subnational governments and public sector stakeholders such as public enterprises.

⁸⁵ The following capacity framework will be applied: (1) assessment stage, (2) policy design stage, (3) policy adoption stage and (4) policy implementation stage. Only countries and businesses starting with the implementation of sustainable buildings and construction policies (stage 4) will be counted towards the indicator. For purposes of progress reporting a well-differentiated and disaggregated country map will be presented showing the number of policies per country, type of policy, and the respective capacity stage they are in.

⁸⁶ Includes standards and practices.

⁸⁷ Related to Sustainable Development Goal 11, target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums; target 11.c: Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

⁸⁸ Including subnational governments.

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(c) Public and private sectors increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns	(i) Increase in the number of countries ⁸⁹ implementing ⁹⁰ sustainable public procurement policies ^{91,92} Unit of measure: (a) Number of countries implementing sustainable public procurement policies	December 2014 (baseline): 1 December 2017 (expected): +12 (13) Progress expected by December 2018: +4 (17) Progress expected by June 2019: +4 (21) December 2019: +4 (25) Data sources and analysis plan: Reports, sustainable public procurement (SPP) action plans, guidelines for products/services prioritized for SPP, updated tender documents for prioritized products/services, updated training materials on SPP, list of trainers and procurers trained on SPP, list of launched and awarded public tenders inclusive of sustainability criteria
	(ii) Increase in the number of countries ⁹³ that implement campaigns, awareness-raising, advocacy and educational initiatives that promote sustainable lifestyles, consumption and production, including gender equality ^{94,95,96} Unit of measure: (a) Number of countries that implement campaigns, awareness-raising, advocacy and educational initiatives that demonstrate the	December 2014 (baseline): 2 December 2017 (expected): +46 (48) Progress expected by December 2018: +15 (63) Progress expected by June 2019: +15 (78) December 2019: +15 (93) Data sources and analysis plan: Reports, surveys, course enrolments, curricula, Massive Online Open Courses, campaign

⁸⁹ Including subnational governments and public enterprises.

⁹⁰ The following capacity framework will be applied: (1) assessment stage, (2) policy design stage, (3) policy adoption stage and (4) policy implementation stage. Only countries and public enterprises starting with the implementation of sustainable public procurement policies (stage 4) will be counted towards the indicator. For purposes of progress reporting a well-differentiated and disaggregated country map will be presented showing the number of policies per country, type of policy, and the respective capacity stage they are in.

⁹¹ Including strategies and action plans.

⁹² Directly related to Sustainable Development Goal 12, target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities. (Proposed indicator: Number of countries implementing Sustainable Public Procurement policies and action plans).

⁹³ Including subnational governments, public institutions and enterprises.

⁹⁴ Relates to Sustainable Development Goal 4, target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

⁹⁵ Related to Sustainable Development Goal 9, target 9.c: Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.

⁹⁶ Directly related to Sustainable Development Goal 12, target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (proposed indicator: [Number of countries][percentage of educational institutions] reporting inclusion of sustainable development and lifestyles topics in formal [formal and informal] education curricula)

Objective of the organization: Countries transition to sustainable development through multiple pathways, including inclusive green economy and trade, and the adoption of sustainable consumption and production patterns increasingly involves decoupling economic growth from unsustainable resource use and environmental impacts while improving human well-being⁶³

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	benefits of sustainable lifestyles, consumption and production
	(b) Increase in the number of countries reporting inclusion of sustainable development and lifestyles topics in formal education curricula
	(iii) Increase in the number of countries that measure food waste at national level using the Food Loss and Waste Protocol ^{97,98}
	Unit of measure: Number of countries that measure food waste at the national level using the Food Loss and Waste Protocol
	December 2014 (baseline): 0 December 2017(expected): +10 (10) Progress expected by December 2018: +5 (15) Progress expected by June 2019: +5 (20) December 2019: +5 (25)
	Data sources and analysis plan: National food waste reports, strategies communicated by government and private sector stakeholders

Strategy

108. The overall objective of the subprogramme is to support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels. This involves a transition to sustainable consumption and production patterns, decoupling economic growth from unsustainable resource use and negative environmental impacts while improving human well-being.⁹⁹ All the subprogramme's expected accomplishments and indicators are aligned to the Sustainable Development Goals and their targets to ensure a direct contribution and attribution to the achievement of the 2030 Agenda.

109. In this regard, UNEP is well placed to support the transition to sustainable development through its extensive networks, partnerships, delivery platforms and flagship initiatives such as the International Resource Panel, the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, the UNEP Finance Initiative and the Partnership for Action on Green Economy. The independent scientific assessments of the International Resource Panel help bridge the science-policy gap and ensure that policymakers have access to policy options for a transition to sustainable development. Through the 10-Year Framework, UNEP will work with more than

⁹⁷ Related to Sustainable Development Goal 2, target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round, Sustainable Development Goal 7, Target 5.1: End all forms of discrimination against all women and girls everywhere; target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life; target 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women; target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

⁹⁸ Directly related to Sustainable Development Goal 12, target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses (proposed Sustainable Development Goal indicator: Global Food Loss Index (GFLI)).

⁹⁹ The subprogramme objective of "resource efficiency" is being realized through the promotion of inclusive green economy approaches as well as sustainable consumption and production. Inclusive green economies are low carbon, have efficient and clean production but are also inclusive in outcome and consumption as well as circular. Sustainable consumption and production refers to the use of services and related products, which respond to basic needs and bring about a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of future generations.

300 partners across the public and private sectors, civil society and academia to strengthen consumer information and promote sustainable approaches to public procurement, tourism, food systems, buildings and construction, and lifestyles more generally. The UNEP Finance Initiative engages more than 300 partners in the banking, investment and insurance sectors, encouraging them to adopt sustainable finance principles. The Partnership for Action on Green Economy is a partnership of five United Nations entities (UNEP, ILO, UNDP, the United Nations Industrial Development Organization and UNITAR) that provides a comprehensive suite of advisory services to help countries in building the enabling conditions necessary for a transition to sustainable development.

110. In order to achieve the envisaged 2030 impact, UNEP will support countries and subnational governments to institutionalize capacities and implement frameworks, policies and action plans to promote a transition to sustainable development, through multiple pathways including inclusive green economy, sustainable trade, and sustainable consumption and production policies. UNEP will support the private sector across sectors and along value chains to implement sustainable management and cleaner production practices and to increasingly invest in circular and green technologies. Cities offer opportunities for leading the way towards sustainable consumption and production and global resilience and environmental sustainability. These opportunities can be addressed through policy and capacity-building support that will enable cities to move towards resource efficiency. UNEP will also promote sustainable lifestyles and consumption patterns through educational and awareness-raising campaigns and initiatives, thus influencing the demand for sustainable products. Such campaigns will respond to generational and gender-specific roles and needs.

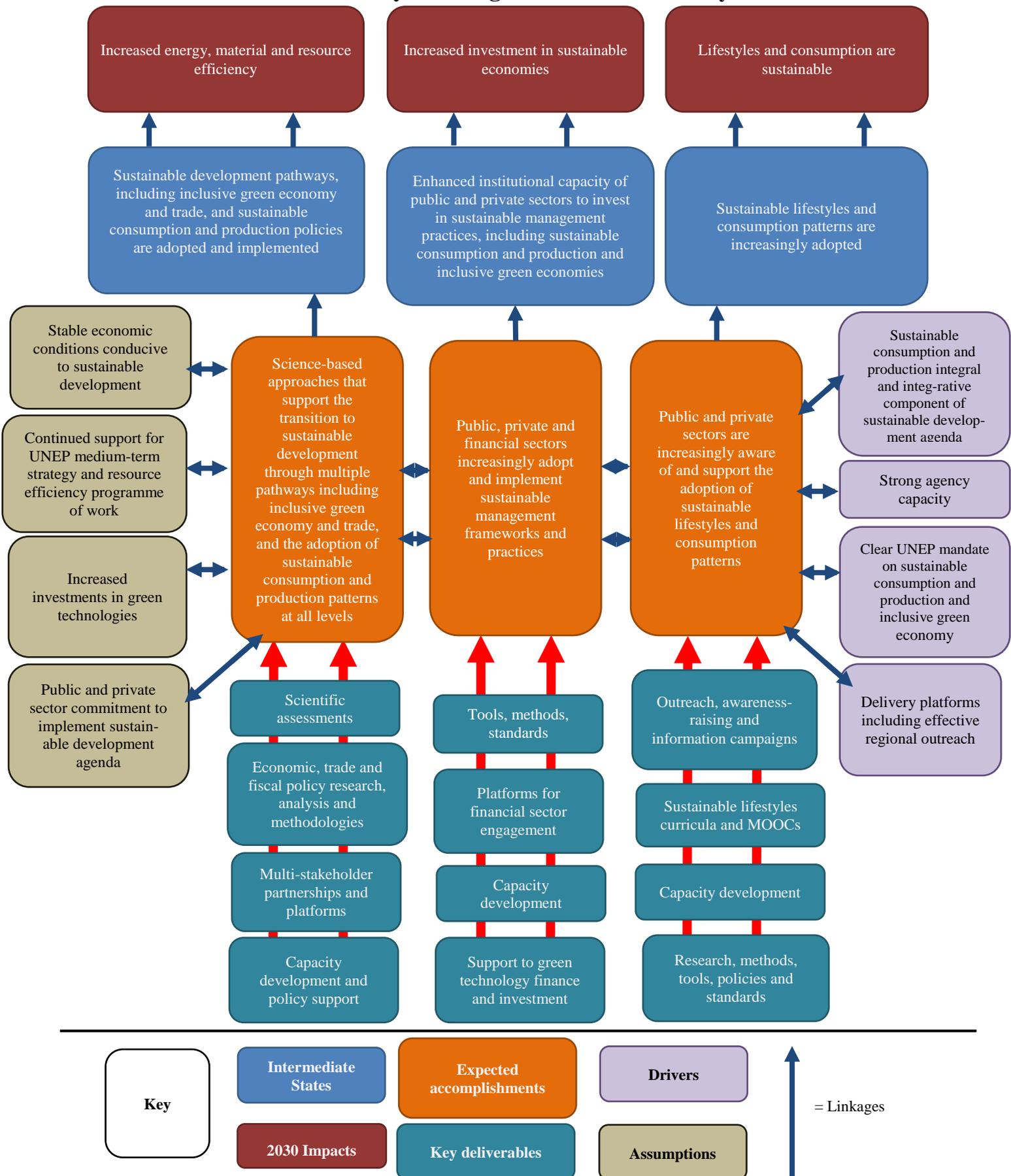
111. In 2018–2019, UNEP will provide continued support to countries and subnational governments to promote a science-based transition to sustainable development. Such approaches should be incorporated into frameworks, policies and action plans to create a basis for this transition. UNEP will also work with the public, private and financial sectors to encourage them to increasingly adopt and implement sustainable management frameworks and practices.

112. UNEP will draw on its extensive network of partners in the public and private sector, including the financial sector, as well as civil society and academia to deliver on the subprogramme's expected accomplishments. Increased regional and country engagement, facilitated by UNEP regional offices, will play an important role in ensuring that the subprogramme is well anchored and responds to regional and country priorities. Close engagement with regional bodies, economic commissions, United Nations entities and United Nations country teams – including participation in the formulation and implementation of United Nations Development Assistance Frameworks – are essential in this regard.

113. The products and services that UNEP will deliver to achieve the expected accomplishments include assessments; research and analysis on economics, sustainable trade and fiscal policy; methodologies, policy tools and knowledge products; and capacity development services and technical support. Support for the provision of secretariat services and hosting of special initiatives, outreach, awareness and communication initiatives complete the set of products and services offered by the subprogramme. Multi-stakeholder partnerships for implementation, such as those in the six programmes of the 10-Year Framework, serve to extend and increase UNEP influence and implementation capacity.

114. While there are strong capacities, partnerships, networks and delivery platforms in place, delivery of the programme of work will depend on continued and increased support from donor support. An adequate level of resources needs to be mobilized from donors and other partners. Effective private sector engagement is crucial in this regard, since financing of the sustainable development agenda as a whole, and the adoption of sustainable consumption and production patterns, will require significant financing from a private sector that is reoriented towards green, low-carbon and resource-efficient development pathways. In the UNEP *Inquiry into the Design of a Sustainable Financial System* it is estimated that this reorientation requires investments of up to \$7 trillion per annum. In addition, the financial system itself must be aligned with the sustainable development agenda.

Theory of change – resource efficiency



Note: Key deliverables in the theory of change are related to either a single out put or a group of outputs.

External factors

115. The achievement of relevant Sustainable Development Goals will depend on actual policy shifts at the global, regional, national and subnational levels. The negative environmental and economic impacts of climate change could, if not addressed proactively, reverse decades' worth of development gains and hinder the achievement of the subprogramme's objectives and targets. Climate-change-induced poverty and economic losses may prevent countries from adopting sustainable consumption and production patterns and investing in sustainable development.

Outputs planned for the biennium in pursuit of expected accomplishments (a): Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
1. Resource use assessments and related policy options developed and provided to countries to support planning and policymaking, including support for the monitoring and application of Sustainable Development Goal indicators related to the transition to economies with sustainable consumption and production patterns and inclusive outcomes	DTIE	DEWA, ROs
2. Economic and fiscal policy research, analysis, methodologies, tools and knowledge products developed and shared to support Governments and other stakeholders in developing and implementing multiple pathways to sustainable development	DTIE	DEWA, ROs
3. Secretariat services functions fulfilled and related financial and information sharing mechanisms provided to support the delivery of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns	DTIE	DEWA, DCPI, ROs
4. Economic tools, technical assistance, policy assessments and capacity-building provided to countries and regions to support achievement of Sustainable Development Goals through multiple pathways, policies and action plans	DTIE	DEWA, DELC
5. Technical support provided to countries to replicate and scale up successfully piloted multiple approaches to sustainable development and related tools to mainstream resource efficiency in United Nations Development Assistance Framework processes	DTIE	RSO, ROs
6. Capacity development, policy tools and advice, technical support and training provided to enable countries to use sustainable trade and investment as vehicles for achieving the 2030 Agenda	DTIE	DELC, ROs
7. Sustainable food and agriculture policy frameworks, technical guidance and innovative management practices and incentives are developed for public (interdisciplinary/ministerial) and private actors to establish sustainable food systems at the country and subnational levels, including in urban areas	DTIE	DCPI, DEPI
8. Policy support as well as training and technical assistance delivered to cities and local communities to support them in transitioning to more resource-efficient policies and practices	DTIE	ROs
Outputs planned for the biennium in pursuit of expected accomplishments (b): Public, private and financial sectors increasingly adopt and implement sustainable management frameworks and practices		
1. Database services providing enhanced availability and accessibility of life cycle assessment data through an interoperable global network, methods for establishing environmental and social indicators and the ways to apply them in decision-making, practical tools for the application of life cycle information in decision-making, and capacity development	DTIE	ROs
2. Technical guidance, tools and best practices developed and provided to financial services and capital markets stakeholders to improve the integration of environmental and social considerations in their business practices	DTIE	ROs

Outputs planned for the biennium in pursuit of expected accomplishments (a): Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices (ROs)</i>
3. Technical and policy guidance provided to United Nations entities, Governments and tourism stakeholders to develop, adopt and implement policies, guidelines and standards on more sustainable tourism practices.	DTIE	ROs
4. Tools and methodologies developed and applied by businesses to enhance resource efficiency and innovation for environmental sustainability along value chains and improve reporting practices	DTIE	ROs
5. Analyses of resource scarcity trends and life cycle-based tools and methodologies are developed and provided to businesses to enhance environmental innovation for sustainable development along supply chains and improve the measurement of environmental performance, including through corporate sustainability reporting	DTIE	ROs
6. Technical assistance provided at the national and subnational levels to support the promotion and implementation of resource-efficient and cleaner production technologies and practices in industries, including small and medium-sized enterprises	DTIE	ROs
7. Technical and policy guidance and economic analysis provided to assist construction stakeholders and Governments in developing, adopting and implementing policies and standards on resource efficiency in buildings and construction practices and related materials through supply chains	DTIE	ROs
Outputs planned for the biennium in pursuit of expected accomplishments (c): Public and private sectors increasingly aware and support the adoption of sustainable lifestyles and sustainable consumption patterns		
1. Tools, technical and policy support provided to Governments and other stakeholders to develop and implement sustainable public procurement	DTIE	ROs
2. Outreach and communication campaigns to raise awareness of citizens (particularly young people) on the benefits of shifting to more sustainable consumption and production practices	DCPI	DTIE, DEPI, ROs
3. Sustainable lifestyles and education tools and activities to raise awareness and stimulate change, particularly at the urban level, are developed and implemented	DCPI/DTIE	DEPI, ROs
4. Within sustainable food and agriculture policy frameworks, urban planning and/or existing sustainable consumption strategies, technical and policy guidance provided to public and private actors to measure, prevent and reduce food waste and increase the uptake of sustainable diet strategies and activities	DTIE	DEPI, DCPI

Table 11 (a)

Financial resource requirement by funding category: resource efficiency

Category	Financial resources (thousands of United States dollars)		
	2016–2017	Changes	2018–2019
A. Environment Fund			
Post	21 726	(3 326)	18 400
Non-post	27 274	(6 074)	21 200
Subtotal A	49 000	(9 400)	39 600
B. Trust and earmarked funds			
Trust and earmarked funds	33 322	7 678	41 000
Subtotal B	33 322	7 678	41 000
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	983	1 317	2 300
Subtotal D	983	1 317	2 300
E. Regular budget			
Post	2 600	-	2 600
Non-post	300	-	300
Subtotal E	2 900	-	2 900
Total (A + B + C + D + E)	86 205	(405)	85 800

Table 11 (b)

Human resource requirement by funding category: resource efficiency

Category	Staffing resources (number of posts)		
	2016–2017	Changes	2018–2019
A. Environment Fund			
Post	73	(13)	60
Non-post			
Subtotal A	73	(13)	60
B. Trust and earmarked funds			
Trust and earmarked funds	27	8	35
Subtotal B	27	8	35
C. GEF trust funds			
GEF trust funds	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Programme support costs	5	2	7
Subtotal D	5	2	7
E. Regular budget			
Post	11	-	11
Non-post			
Subtotal E	11	-	11
Total (A + B + C + D + E)	116	(3)	113

Note: Figures may vary slightly due to rounding off.

Subprogramme 7

Environment under review

Objective of the organization: Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action	(i) Increase in the number of tagged and maintained datasets available in the United Nations system data catalogue enabling systematic user access to relevant data on the environmental dimension of the Sustainable Development Goals Unit of measure: Number of United Nations system data catalogue data sets tagged and updated for environmental dimensions of the Sustainable Development Goals	December 2014 (baseline): 0 December 2017 (expected): +45 (45) Progress expected by December 2018: +15 (60 ¹⁰⁰) Progress expected by June 2019: +5 (65) December 2019: +5 (70) Data sources and analysis plan: Review of data inputs and/or entry dates of dataset updates in the UN-System Data Catalogue including those from multilateral environmental agreements (MEAs)
	(ii) Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP Unit of measure: Number of countries that use shared environmental information system principles to report on global environmental goals/targets or other indicators relevant to the environment	December 2014 (baseline): 0 December 2017 (expected): +15 (15) Progress expected by December 2018: +15 (30) Progress expected by June 2019: +8 (38) December 2019: +7 (45) Data sources and analysis plan: National reporting systems, UNEP Live (making country-level data discoverable)
	(iii) Strengthening of the science-policy interface by countries based on the use of data, information and policy analysis in the areas of air quality, water quality, ecosystems, biodiversity, waste and hazardous chemicals, the marine environment and emerging issues Unit of measure: Countries reporting on the development and/or implementation of mechanisms, policies, guidelines and/or instruments that strengthen the science-policy interface and contribute to sustainable development and well-being	December 2014 (baseline): TBD ¹⁰¹ December 2017 (expected): TBD Progress expected by December 2018: TBD Progress expected by June 2019: TBD December 2019: TBD Data sources and analysis plan: Country reports at Regional Environmental Information Network conferences, Global Environment Outlook, Sustainable Development Goal reports analysed for level of implementation of policy action
	(iv) Increase in the number of indicators to measure the environmental dimension of sustainable development made	December 2014 (baseline): 1 December 2017 (expected): +4 (5) Progress expected by December

¹⁰⁰ Target numbers may change depending on the outcome of the United Nations Statistical Commission meeting in March 2016.

¹⁰¹ Strengthening of the science-policy interface to be expressed in the form of a graph showing the degree of stepwise implementation of tools, mechanisms and analyses that facilitate evidence-based decision-making and policy action in different environmental domains (0-100). Baselines will be established in the coming biennium as part of the assessments and in close collaboration with other subprogrammes.

Objective of the organization: Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development

Expected accomplishments of the Secretariat

Indicators of achievement

through UNEP Live that are disaggregated by vulnerable groups, especially by gender, geography and age

Unit of measure:

(a) Number of environmental indicators disaggregated by sex

(b) Number of environmental indicators disaggregated by age

(v) Increased number of people belonging to different major groups and stakeholders acknowledging the relevance and usefulness of data and environmental information made available by UNEP

Unit of measure:

(a) Number of women and men from major groups and stakeholders that have been involved in the generation of environmental information made available by UNEP (disaggregated by sex)

(b) Number of women and men from major groups and stakeholders that have used environmental information made available by UNEP for environmental assessment, early warning on emerging issues and/or facilitation of policy action (disaggregated by sex)

2018: +1 (6)

Progress expected by June 2019: +2 (8)

December 2019: +2 (10)

Data sources and analysis plan:
UNEP Live

December 2014 (baseline): 20

December 2017 (expected): +40 (60)

Progress expected by December 2018: +20 (80)

Progress expected by June 2019: +10 (90)

December 2019: +10 (100)

Data sources and analysis plan:
Survey among major groups and stakeholders acknowledging the relevance and usefulness of data and environmental information made available by UNEP

Objective of the organization: Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development

Expected accomplishments of the Secretariat

Indicators of achievement

(vi) Increase in the number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP for environmental assessment, early warning on emerging issues and/or facilitation of policy action

Unit of measure:

Number of global, regional and national forums and institutions

December 2014 (baseline): 20
December 2017 (expected): +15 (35)

Progress expected by December 2018: +15 (50)

Progress expected by June 2019: +10 (60)

December 2019: +15 (75)

Data sources and analysis plan:

Policy documents, resolutions, meeting reports, semantic searches, assessments

(vii) Level of accessibility and ease of use of UNEP environmental information through open platforms measured against internationally recognized standards for open access to information

Unit of measure:

Percentage improvement in the level of accessibility and usability

December 2014 (baseline): n/a

December 2017 (expected): 80 per cent

Progress expected by December 2018: +5 (85 per cent)

Progress expected by June 2019: +10 (90 per cent)

December 2019: +15 (95 per cent)

Data sources and analysis plan:

Percentage improvement in the level of accessibility measured by usability tests and web statistics, complemented with user surveys on level of satisfaction with the information available on the open platform

Strategy

116. The overall objective of the environment under review subprogramme is to empower Governments and other stakeholders in delivering the environmental dimension of sustainable development by keeping the environment under review. The subprogramme aims to inform policy action with environmental assessments and open access to high quality and relevant data and information.

117. The ultimate impact that UNEP aims to contribute under this subprogramme is that, by 2030, policymaking and stakeholder action are guided by environmental data and information and fully integrate the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet. In order to achieve this, timely, accurate and relevant knowledge needs to inform policymaking and stakeholder action.

118. UNEP will therefore continue to strengthen the science-policy interface through, among other things, policy-relevant assessments and analyses informed by regional priorities; strong partnerships with expert networks and scientific bodies (including the Science and Technology Alliance for Global Sustainability, the Intergovernmental Panel on Climate Change and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services); enhanced country capacity in environmental reporting and data use for more informed policymaking and decision-making; and, together with relevant United Nations entities and multilateral environmental agreement secretariats, regular reviews of the integration of the environmental dimension in sustainable development to inform the Environment Assembly and other high-level political forums.

119. For successful delivery of the 2030 Agenda, Governments and other stakeholders need to be empowered to track progress of the environmental dimension of sustainable development. By strengthening the science-policy interface, UNEP will assist countries in their use of quality open environmental data and participatory processes to generate evidence-based environmental assessments, identify emerging issues and inform policy action.

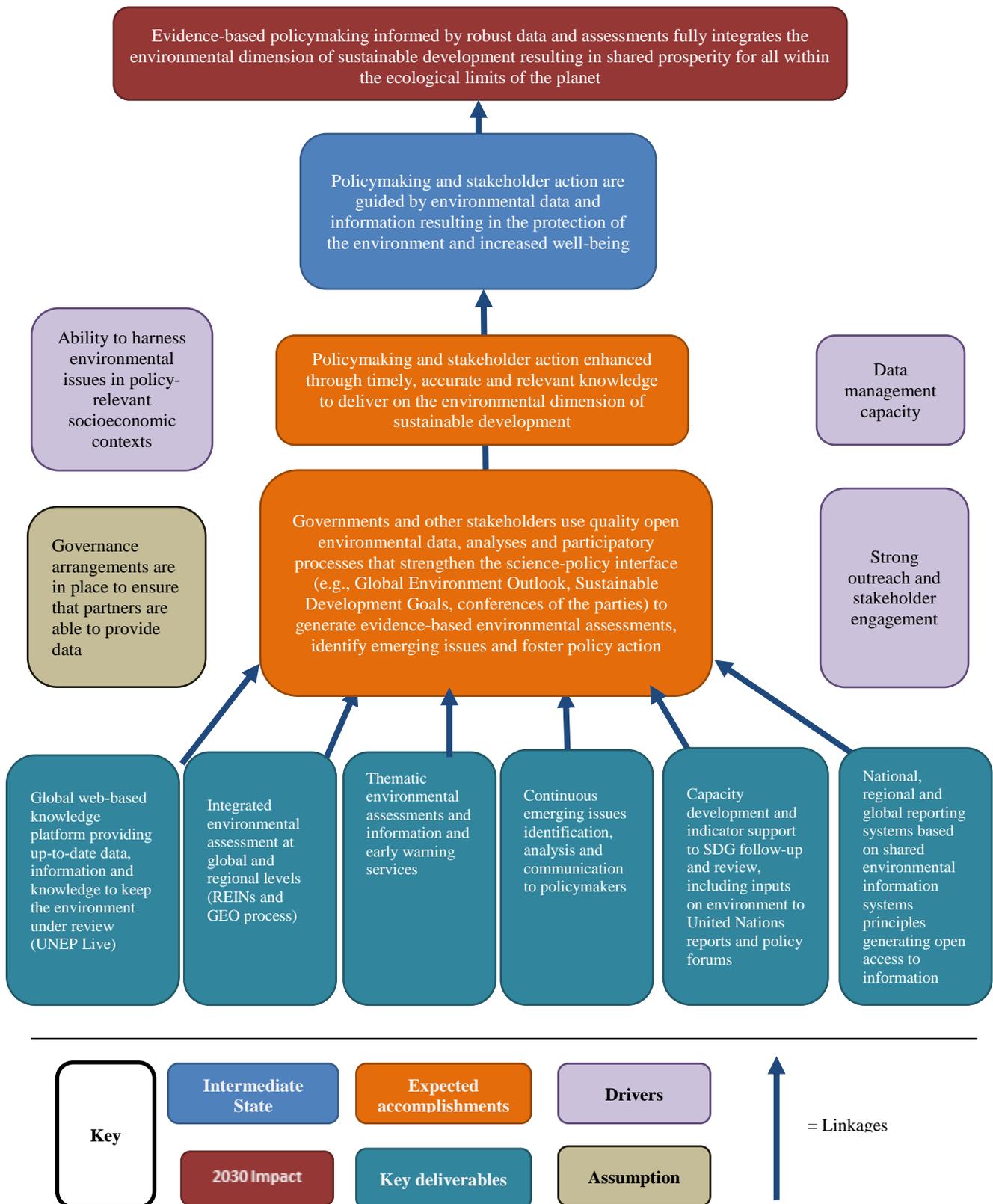
120. This requires the following deliverables to be put in place in the 2018–2019 period to strengthen the science-policy interface: thematic and integrated environmental assessment processes

that review progress towards global environmental goals and keep the environment under review (notably through the *Global Environment Outlook* process and the biennial Regional Environmental Information Network conferences); regular identification, analysis and communication of emerging issues; support to countries in the Sustainable Development Goal follow-up and review; integration and maintenance of environment-related information in the United Nations system data catalogue (supported by the Sustainable Development Goals interface ontology);¹⁰² open access to dynamically updated quality data, information and knowledge relevant to keeping the environment under review (UNEP Live); and support to global, regional and national indicator reporting systems that generate data flows including on the Sustainable Development Goals and their targets. Together, these outputs will enhance the use of open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and inform policy action – including the development of policies, guidelines and instruments to enhance environmental sustainability and well-being.

121. UNEP will support the strengthening of statistics offices, scientific networks, and partnerships with relevant global earth observation systems. UNEP will promote disaggregation of data by vulnerable groups, especially by geography, age and sex, and regularly review gender-environment linkages to guide policy action towards gender equality. The subprogramme will also develop communication and engagement strategies, tools, methodologies and technical support targeting Governments, regional and national forums and institutions, and major groups and stakeholders to foster the uptake of policy-relevant information. UNEP will contribute to joint outputs with MEAs and relevant United Nations agencies, such as thematic reviews of the integration of the environmental dimension across goals and the development of the Global Sustainable Development Report, with the aim of informing Governments and stakeholders of key environmental priorities and emerging issues, so that these can be fully considered and integrated in policy-making.

¹⁰² The meanings behind the terms used in the Sustainable Development Goals, their targets, and their indicators are often multifaceted, reflecting the diverse community of stakeholders involved in the Sustainable Development Goal process. Consequently, there is a need to represent these various shades of meaning in a coherent way to prevent confusion when handling data and developing policy actions as well as enhancing the discoverability and management of Sustainable Development Goal information and data across all the domains of knowledge. UNEP, in collaboration with experts in the field of ontology, is building a Sustainable Development Goal interface ontology so that entities relevant to the Sustainable Development Goals can be logically represented, defined, interrelated, and linked to the corresponding terminology in glossaries and resources such as the United Nations system data catalogue.

Theory of change – environment under review



Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors

122. Risks include the possibility that partners are unable to provide key environmental and related socioeconomic data, and that countries have insufficient capacity to manage and provide access to such data. The success of the subprogramme will also depend on the ability to harness environmental issues in policy-relevant social and economic contexts. UNEP will need to ensure that data made available are of high quality and policy-relevant. Lastly, as the responsibilities for environmentally relevant data and policy action are currently fragmented, the subprogramme will involve all relevant partners and pursue a strong outreach and stakeholder engagement strategy to deliver coherent messaging.

Outputs planned for the biennium in pursuit of expected accomplishments: Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action		
<i>Programme of work output</i>	<i>Division accountable</i>	<i>Contributing division(s) and regional offices</i>
1. Global web-based knowledge platform providing up-to-date data, information and knowledge to keep the environment under review (UNEP Live)	DEWA	DELC, DTIE, DEPI, DCPI, ROs
2. Integrated environmental assessment at global and regional levels (REINs and the Global Environment Outlook process)	DEWA	DELC, DTIE, DEPI, DCPI, ROs
3. Thematic environmental assessments and information and early warning services	DEWA	DELC, DTIE, DEPI, DCPI, ROs
4. Continuous emerging issues identification, analysis and communications	DEWA	DELC, DTIE, DEPI, DCPI, ROs
5. Capacity development and indicator support to Sustainable Development Goal follow-up and review, including environmental inputs to United Nations reports and policy forums	DEWA	DELC, DTIE, DEPI, DCPI, ROs
6. National and regional reporting systems based on shared environmental information system principles generating open access to information	DEWA	DELC, DTIE, DEPI, DCPI, ROs

Table 12 (a)

Financial resource requirement by funding category: environment under review

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	10 135	3 465	13 600
Non-post	8 865	6 835	15 700
Subtotal A	19 000	10 300	29 300
B. Trust and earmarked funds			
Trust and earmarked funds	12 200	1 900	14 100
Subtotal B	12 200	1 900	14 100
C. GEF trust funds			
GEF trust funds	5 946	(3 646)	2 300
Subtotal C	5 946	(3 646)	2 300
D. Programme support costs			
Programme support costs	410	590	1 000
Subtotal D	410	590	1 000
E. Regular budget			
Post	3 200	–	3 200
Non-post	1 400	–	1 400
Subtotal E	4 600	–	4 600
Total (A + B + C + D + E)	42 156	9 144	51 300

Table 12 (b)

Human resource requirement by funding category: environment under review

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	41	6	47
Non-post			
Subtotal A	41	6	47
B. Trust and earmarked funds			
Trust and earmarked funds	2	7	9
Subtotal B	2	7	9
C. GEF trust funds			
GEF trust funds	–	1	1
Subtotal C	–	1	1
D. Programme support costs			
Programme support costs	1	2	3
Subtotal D	1	2	3
E. Regular budget			
Post	12	–	12
Non-post			
Subtotal E	12	–	12
Total (A + B + C + D + E)	56	16	72

Note: Figures may vary slightly due to rounding off.

V. Programme management and support

123. Programme management and support comprises corporate services provided by the UNEP Office for Operations and Corporate Services. The objective of these services is to ensure efficient and effective delivery of the medium-term strategy and the programme of work in line with results-based management and budgeting principles and within the accountability framework.

124. The primary role of the Office for Operations and Corporate Services is to provide an enabling environment for efficient delivery of quality results through the formulation of policies, strategies, standards and tools and related capacity-building support. Programme support is embedded in various substantive elements including programme/project planning, monitoring and reporting as well as resource mobilization, planning and allocation. In addition, programme support covers administrative management elements in human resources, finance and budget as well information and communications technology. This includes two recent United Nations-wide administrative reform initiatives of (a) the adoption of the International Public Sector Accounting Standards (IPSAS); and (b) the deployment of a modern enterprise resource planning system, Umoja.

125. In 2018–2019 Umoja will facilitate decision-making, risk management and reporting. It will increase the value UNEP delivers for Member States and partners while increasing transparency. The transition to Umoja in 2015 was not an easy one, and the interim period will continue in 2016 as the situation stabilizes and the system's benefits, both in operational and financial terms, start to be realized.

126. Ultimately Umoja will enhance management efficiency and effectiveness as well as the ability of UNEP to manage and report programme and finance information and results in an integrated manner. While users are becoming more comfortable in using the new system, additional training and capacity-building will continue in 2016.

127. Support is also provided for Programme-wide efforts to develop stronger and more complementary partnerships within and outside the United Nations system, including with global funds (such as GEF and the Green Climate Fund), to catalyse action for increased impact and reduce fragmentation. Furthermore, it includes the support needed to ensure compliance with fiduciary standards, such as gender policies, social and environmental safeguards, and legal compliance.

128. As part of the UNEP drive for continuous improvement and to ensure that the organization provides value for money, the programme support services provide timely, accurate and relevant performance and risk information for the organization's decision-making. This includes oversight information on compliance with norms, standards and evaluation and oversight recommendations. Furthermore, the performance and compliance information is essential in appraising the Member States and other partners of the value, relevance and transparency of UNEP. The business intelligence function of Umoja will be used as an important tool for decision-making, risk management and reporting.

129. It is also the responsibility of the corporate support function to liaise with and monitor the performance of administrative service providers, such as the United Nations Office at Nairobi, that provide support services to UNEP in the areas of accounting, payroll and payments, recruitment and staff services, systems administration, procurement and inventory maintenance, host country relations, buildings management, conference management, medical services and security and safety. Tables 13 (a) and (b) show the budget and staffing changes in the Office for Operations and Corporate Services. Overall the budget has decreased by \$1.1 million (2.9 per cent), compared to the budget of 2016–2017 as a result of expected benefits to be realized from Umoja. This is notwithstanding the projected expansion of support needed for a higher level of programmatic activities from trust and earmarked funding and GEF funding by more than \$101.1 million.

130. The cost of Umoja licences is yet to be determined with the United Nations Secretariat. Tentatively \$1.1 million is budgeted under programme support costs for that purpose. The administrative budget for the United Nations Office at Nairobi and the United Nations Office at Geneva services remain the same after taking into account the inflationary increase and the expected efficiency gain from Umoja implementation. There may be a decrease in the costs but it is too early to project what these might be.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the organization: Efficiency and accountability in the management of financial, human and information technology resources for the achievement of the results set out in the programme of work and medium-term strategy

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	
(a) UNEP makes management decisions based on risk information	Percentage increase in significant corporate risks identified by UNEP that receive management actions Unit of measure: Percentage of risks identified as “significant risks” for which action is taken	December 2015 (baseline): 0 December 2017 (expected): 0 Progress expected by December 2018: +50 per cent (50 per cent) Progress expected by June 2019: +10 per cent (60 per cent) December 2019: +10 per cent (70 per cent) Data sources and analysis plan: Corporate risks register and minutes of senior management meetings reviewing and deciding on actions on risks
(b) Policies and standards are in place for oversight and management	(i) Increase in the number of key areas that have approved policies, strategies or plans to guide operations when there are changes in operations Unit of measure: Number of key operational areas that have up-to-date and approved policies, strategies and plans to guide operations ¹⁰³	December 2015 (baseline): 3 ¹⁰⁴ December 2017 (expected): +3 (6) Progress expected by December 2018: +1 (7) Progress expected by June 2019: +1 (8) December 2019: +1 (9) Data sources and analysis plan: Corporate policies, strategies, plans
	(ii) Increase in the number of key operational areas that are governed by up-to-date UNEP specific norms, guidelines and standard operating procedures Unit of measure: Number of key operational areas that are governed by up-to-date, UNEP-specific norms, guidelines and standard operating procedures	December 2014 (baseline): 3 ¹⁰⁵ December 2017 (expected): +3 (6) Progress expected by December 2018: +1 (7) Progress expected by June 2019: +1 (8) December 2019: +1 (9) Data sources and analysis plan: Guidelines and standard operating procedures

¹⁰³ Operational areas are resource management, donor partnerships and contributions, human resource management, information and communications technology, legal agreements, environment and social safeguards, including gender, programme and project quality assurance, GEF coordination and administration. As a result of Umoja, some of these areas will require an updated policy or strategy.

¹⁰⁴ The baseline includes the recently approved environment and social safeguards policy and a gender policy, resource mobilization policy and GEF guidelines.

¹⁰⁵ Gender, GEF coordination, procurement.

Objective of the organization: Efficiency and accountability in the management of financial, human and information technology resources for the achievement of the results set out in the programme of work and medium-term strategy

Expected accomplishments of the Secretariat

Indicators of achievement

(iii) Percentage increase of UNEP projects that can demonstrate the integration of environment and social safeguards, including gender considerations, in project implementation

Unit of measure:

(a) Percentage of projects that have implemented/are implementing gender actions

(b) Percentage of projects that have integrated environmental, social and economic sustainability in project design

(a) December 2014 (baseline): TBD

December 2017 (expected): +50 per cent (50 per cent)

Progress expected by December 2018: +10 per cent (60 per cent)

Progress expected by June 2019: +5 per cent (65 per cent)

December 2019: +5 per cent (70 per cent)

(b) December 2014 (baseline): 0

December 2017 (expected): +40 per cent (40 per cent)

Progress expected by December 2018: +20 per cent (60 per cent)

Progress expected by June 2019: +5 per cent (65 per cent)

December 2019: +5 per cent (70 per cent)

Data sources and analysis plan:

Programme information management system and analysed projects. Approved environmental social and economic review notes

Outputs

(a) Administrative support services (regular budget/extrabudgetary)
Programme planning, monitoring, budget and accounts: programme plan and budget for the biennium 2020–2021 (one programme and budget plan for the next biennium). Programme and budget performance reports for the biennium 2018–2019 (two annual reports)
(b) Internal oversight services (regular budget/extrabudgetary)
(i) Management reviews: corporate risk management system in place (Umoja)
(ii) Audits: internal and external audits facilitated and written management response showing action taken to implement audit recommendations. 100 per cent of recommendations implemented on time.

Table 13 (a)

Financial resource requirement by funding category: programme management and support

<i>Category</i>	<i>Financial resources (thousands of United States dollars)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	5 948	(348)	5 600
Non-post	2 152	(852)	1 300
UNON/UNOG bills	6 650	–	6 650
ASHI provision	1 250	–	1 250
Subtotal A	16 000	(1 200)	14 800
B. Trust and earmarked funds			
Trust and earmarked funds	976	(76)	900
Subtotal B	976	(76)	900
C. GEF trust funds			
GEF trust funds	3 263	137	3 400
Subtotal C	3 263	137	3 400
D. Programme support costs			
Programme support costs	13 457	43	13 500
UNON/UNOG bills	2 000	–	2 000
Subtotal D	15 457	43	15 500
E. Regular budget			
Post	1 700	–	1 700
Non-post	100	–	100
Subtotal E	1 800	–	1 800
Total (A+B+C+D+E)	37 496	(1 096)	36 400

Table 13 (b)

Human resource requirement by funding category: programme management and support

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2016–2017</i>	<i>Changes</i>	<i>2018–2019</i>
A. Environment Fund			
Post	28	(4)	24
Non-post			
UNON/UNOG bills			
ASHI provision			
Subtotal A	28	(4)	24
B. Trust and earmarked funds			
Trust and earmarked funds	–	–	–
Subtotal B	–	–	–
C. GEF trust funds			
GEF trust funds	10	–	10
Subtotal C	10	–	10
D. Programme support costs			
Programme support costs	34	1	35
UNON/UNOG bills			–
Subtotal D	34	1	35
E. Regular budget			
Post	6	–	6
Non-post			
Subtotal E	6	–	6
Total (A+B+C+D+E)	78	(3)	75

Note: Figures may vary slightly due to rounding off.

Annex I

Recommendations of the United Nations Board of Auditors^a

Audited financial statements of the United Nations Environment Programme for the biennium ended 31 December 2014

1. The United Nations Office at Nairobi prepared on behalf of UNEP the financial report and statements, based on International Public Sector Accounting Standards (IPSAS) and in accordance with financial rule 106.1 of the United Nations, for the year ended 31 December 2014. These are the first financial statements based on IPSAS. Following the adoption of IPSAS in 2014, financial statements will be prepared and audited annually.
2. The financial statements were reviewed by UNEP and signed by Executive Director on 31 March 2015. They were submitted on 31 March 2015 to the Board of Auditors in accordance with the provisions of regulation 6.2, which requires that the annual financial statements be submitted to the Board of Auditors following certification no later than three months following the end of the relevant financial period. The Board of Auditors currently comprises the audit offices of India, the United Kingdom of Great Britain and Northern Ireland and the United Republic of Tanzania. UNEP accounts were audited by the audit office in the United Republic of Tanzania.
3. The Board issued an unqualified audit opinion on the financial statement of United Nations Environment Programme for the year ended 31 December 2014. In addition, the Board of Auditors found no significant errors, omissions or misstatements which could affect its opinion on the UNEP financial statements. However, the Board of Auditors did note a number of deficiencies in its report which are detailed in table B below.
4. From 2006/2007–2014, the Board of Auditors issued 23 recommendations as shown in the table A below. In their most recent audit for the year ended 2014, they issued eight recommendations, all of which were accepted and are under implementation.

Table A

Summary of status of implementation of Board of Auditors recommendations 2006–2014

<i>Period</i>	<i>Under Implementation</i>	<i>Implemented</i>	<i>Overtaken by events</i>	<i>Not implemented</i>	<i>Total</i>
2014	6	2	-	-	8
2012–2013	-	5	1	-	6
2010–2011	1	3	-	-	4
2008–2009	-	4	-	--	4
2006–2007	1	-	-	-	1
Total	8	14	1	0	23
Percentage	35	61	4	0	100

^a A/70/5/add.7.

Table B

<i>Action recommended by the Board of Auditors</i>	<i>Action taken in response to the recommendation</i>
<p>UNEP uses the programme information and management system (PIMS) application software to support, monitor and report on the five phases of the project cycle and to cover the functional needs of the entire UNEP programme of work cycle</p> <p>Board's recommendation to:</p> <p>(a) Formulate appropriate rules or guidelines to require Fund Management Officers to create the subaccounts information in PIMS whenever initiating projects</p> <p>(b) Review and monitor the accuracy of PIMS data in the future</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target date: November 2015</p>
<p>Board recommends including in the envisaged new version of PIMS all key project processes to ensure the provision of consolidated reports and improvement in the capacity of inclusion of all key project processes</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target date: November 2015</p>
<p>Board recommends that UNEP review its programme manual by including clear procedures and authority for project cancellations</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target date: early 2016</p>
<p>Board recommends that UNEP revise its programme manual to include procedures required for handling emergency approvals</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: Implemented</p>
<p>Board recommends that UNEP look at ways of ensuring that the evaluation office is provided with adequate resources to initiate and manage independent project-level evaluations to the required level, and project closure time frame is adhered to</p>	<p>Responsible unit: Evaluation Office</p> <p>Status: implemented</p>
<p>Board recommends that UNEP:</p> <p>(a) Enhance the assessment of the implementing partners to ensure that they have the ability to deliver the projects</p> <p>(b) Plan and monitor the implementation of projects more closely</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target date: To be decided</p>
<p>Board recommends that UNEP ensure that expenditure reports are obtained from all implementing partners for offsetting the advances as well as reconciling the inter-office vouchers with United Nations agencies immediately</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target date: to be decided</p>
<p>The Board recommends that UNEP-GEF strengthen procedures for follow-up of expenditure reports from executing partners including sending of regular reminders on timely submission of the expenditure reports to facilitate timely financial closure of the projects</p>	<p>Responsible unit: Office for Operations and Corporate Services</p> <p>Status: implementation continuing</p> <p>Target dates: 15 July, for the period covering 1 January to 30 June, and 15 Jan for the period covering 1 July to 31 December</p>

Annex II

Assignment by division and subprogramme

Statutory obligations related to monitoring and reporting of the programme of work for the period 2018–2019

	(1) <i>Climate change: DTIE</i>	(2) <i>Resilience to disasters and conflicts: DEPI</i>	(3) <i>Healthy and productive ecosystems: DEPI</i>	(4) <i>Environmental governance: DELG</i>	(5) <i>Chemicals, waste and air quality: DTIE</i>	(6) <i>Resource efficiency: DTIE</i>	(7) <i>Environment under review: DEWA</i>
Division of Early Warning and Assessment							
Expected accomplishments	EA 2		EA 1		EA 1, EA 2, EA 3		EA 1
Programme of work outputs	1/b/2		3/a/1		5/a/2, 5/b/1, 5/c/1		7/a/1, 7/a/2, 7/a/3, 7/a/4, 7/a/5, 7/a/6
Division of Environmental Law and Conventions							
Expected accomplishments				EA 1, EA 2	EA 1, EA 3		
Programme of work outputs				4/a/1, 4/a/2, 4/a/3, 4/a/4, 4/a/5, 4/b/1, 4/b/3	5/a/3 5/c/2		
Division of Environmental Policy Implementation							
Expected accomplishments	EA 1, EA 3	EA 1, EA 2, EA 3	EA 1, EA 2	EA 2			
Programme of work outputs	1/a/1, 1/a/2, 1/a/3, 1/a/4, 1/c/1, 1/c/2	2/a/1, 2/b/1, 2/b/2, 2/c/1	3/a/2, 3/a/3, 3/a/6, 3/a/7, 3/a/8, 3/a/9, 3/a/10, 3/a/11, 3/b/1	4/b/2			
Division of Technology, Industry and Economics							
Expected accomplishments	EA 2	EA 1	EA 1, EA 2		EA 1, EA 2, EA 3	EA 1, EA 2	
Programme of work outputs	1/b/1, 1/b/3, 1/b/4, 1/b/5, 1/b/6, 1/b/7, 1/b/8	2/a/2	3/a/4, 3/a/5, 3/b/2, 3/b/3, 3/b/4, 3/b/5, 3/b/6		5/a/1, 5/a/4, 5/a/5, 5/a/6, 5/a/7, 5/b/2, 5/b/3, 5/b/4, 5/c/3, 5/c/4	6/a/1, 6/a/2, 6/a/3, 6/a/4, 6/a/5, 6/a/6, 6/a/7, 6/a/8, 6/b/1, 6/b/2, 6/b/3, 6/b/4, 6/b/5, 6/b/6, 6/b/7, 6/c/1, 6/c/3, 6/c/4	
Division of Communications and Public Information							
Programme of work outputs	EA 1, EA 2, EA 3	EA 1			EA 1, EA 2, EA 3	EA 3	

	<i>(1) Climate change: DTIE</i>	<i>(2) Resilience to disasters and conflicts: DEPI</i>	<i>(3) Healthy and productive ecosystems: DEPI</i>	<i>(4) Environmental governance: DELG</i>	<i>(5) Chemicals, waste and air quality: DTIE</i>	<i>(6) Resource efficiency: DTIE</i>	<i>(7) Environment under review: DEWA</i>
Programme of work outputs	1/a/5, 1/b/9, 1/c/3	2/a/3			5/a/8, 5/b/5, 5/c/5	6/c/2, 6/c/3	

Note: ST/SGB/2000/8 defines the regulations and rules under which monitoring is undertaken throughout the Secretariat. It requires programmes to be assessed in terms of results achieved and outputs delivered.

The sequential numbering of programme of work outputs, e.g., 1/a/1, corresponds to subprogramme/expected accomplishment/output.

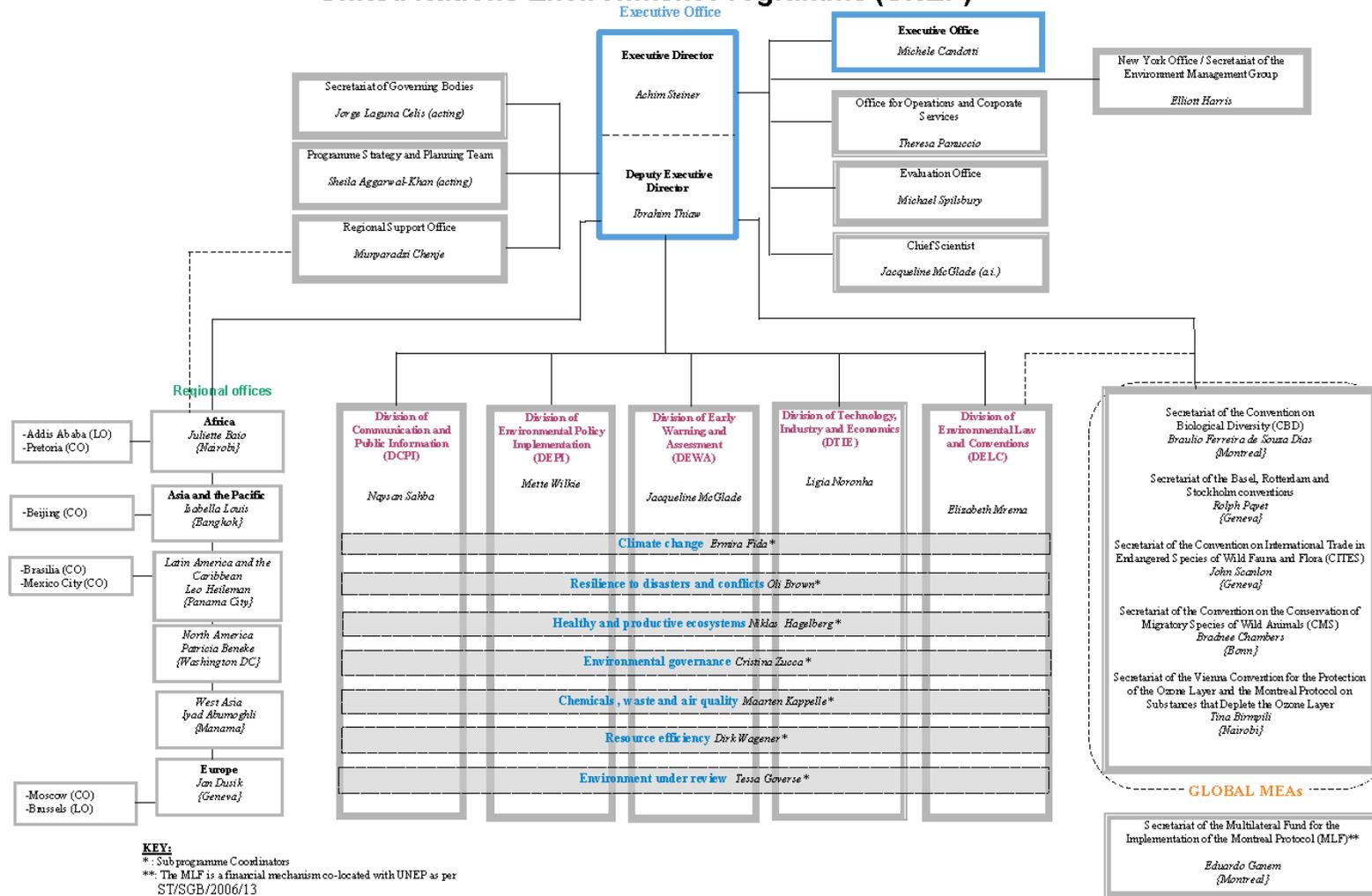
Abbreviation: EA= expected accomplishment.

Annex III

Organizational structure

United Nations Environment Programme (UNEP)

November 2015



KEY:
 * : Sub programme Coordinators
 **: The MLF is a financial mechanism co-located with UNEP as per ST/SGB/2006/13
 MEAs - Multilateral environmental agreements
 Ad - Ad Interim
 CO - Country Office
 LO - Liaison Office

Annex IV

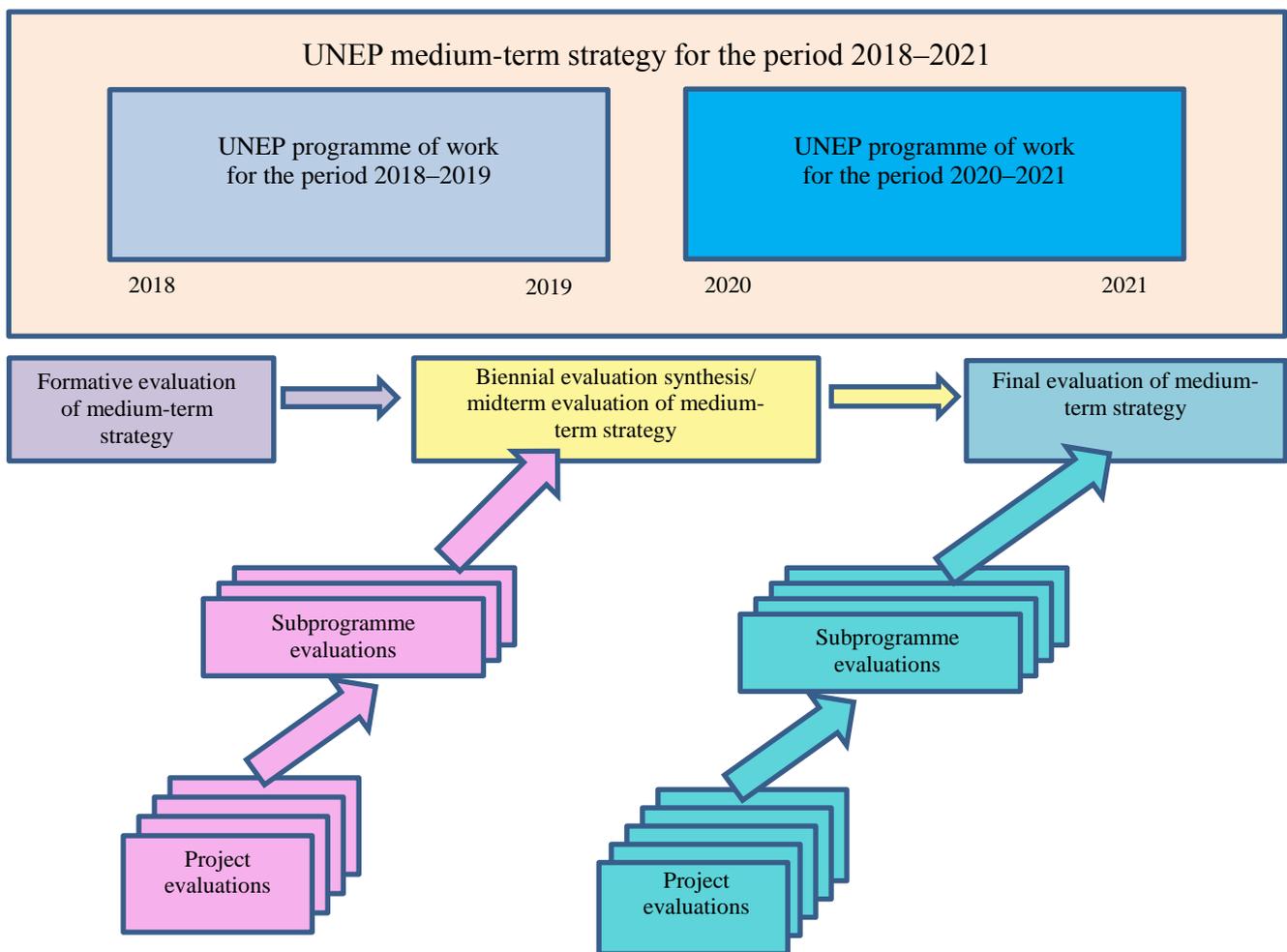
Evaluation plan for the period 2018–2019

1. A prominent feature of the medium-term strategy and its constituent programmes of work is its results orientation. This is mirrored by the UNEP evaluation approach which has a strong focus on the organization’s performance in achieving results that are in line with the medium-term strategy and programme of work objectives and expected accomplishments. The evaluation plan proposes a combination of complementary evaluations at different levels examining different themes.

2. The approach to evaluating the programme of work within the medium-term strategy will involve systematic assessments of the projects and subprogrammes (see figure 1). With plans to achieve the expected accomplishments through a project modality, the evaluation of projects will continue using earmarked resources set aside from within the project budgets. All evaluations will be conducted in accordance with the United Nations standards for evaluation to ensure consistency in the quality of evaluations and to enable the findings to be used for evaluations at the subprogramme level.

Figure 1

Approach to evaluating the programmes of work within the medium-term strategy



Evaluating performance

3. A set of standard parameters are applied to evaluate performance and assist aggregation of performance across different UNEP interventions that contribute to the programme of work and medium-term strategy expected accomplishments. These evaluation parameters are used in all project and subprogramme evaluations and are consistent with international best practice and the standards for evaluation in the United Nations system. The parameters include: the achievement of objectives and planned results, sustainability of programme outcomes, replication and upscaling, attainment of outputs and activities, cost-effectiveness, extent of country ownership and stakeholder engagement, efficiency in financial planning and management, monitoring and evaluation, and adaptive management.

Scope and objectives

4. The scope of the work of the evaluation function of UNEP comprises the programmes and projects of the Environment Fund, related trust funds and projects of the Global Environmental Facility (GEF) that are implemented by UNEP. Specifically the objectives of this plan are:

- (a) To assess the effectiveness, efficiency, relevance, quality, usefulness and impact of UNEP programmes;
- (b) To derive and share lessons learned from the implementation of programme and project activities; and
- (c) To ensure that evaluation recommendations issued and accepted by UNEP programme management and division directors are implemented.

Planned activities and related outputs

Formative evaluation

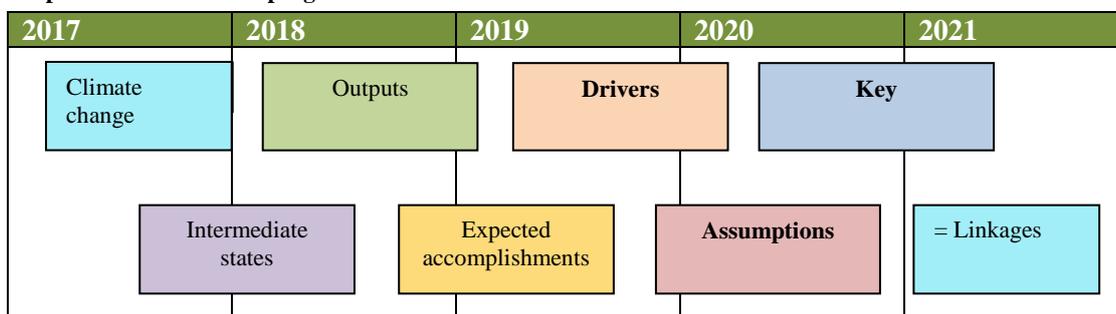
5. Early in the 2018–2019 biennium, a formative evaluation of programme planning will be undertaken. The evaluation objective is to assess the appropriateness of the design of the medium-term strategy/programme of work and associated planning documents in time to inform the next medium-term strategy and programme of work planning cycle. The evaluation is intended to provide findings, lessons learned and recommendations in the first biennium of the 2018–2021 medium-term strategy, based on an analysis of the quality, coherence and causal relationships specified across UNEP planning documents.

Subprogramme evaluations

6. The sequence of evaluations of UNEP subprogrammes will continue as set out in figure 2. As in previous years, all subprogramme evaluation reports and recommendations therein will be circulated to the UNEP senior management team and presented to the Committee of Permanent Representatives. A plan for the implementation of evaluation recommendations will be developed together with the respective divisions.

Figure 2

Proposed schedule of subprogramme evaluations



Project evaluations

7. Projects that have reached completion will be evaluated, and it is estimated that approximately 60 project evaluations over the programme of work period (30 under the Environment Fund and counterpart contributions and 30 from GEF) will be completed. Evaluation reports are prepared in close cooperation with the relevant programme management, circulated to the senior management team, and posted on the Evaluation Office website. The Evaluation Office will continue to draw lessons from these evaluations, and issue recommendations with formal implementation compliance tracking.

Evaluation synthesis report

8. At the end of the 2018–2019 biennium an evaluation synthesis report will be prepared, which will summarize the performance of UNEP through trends and patterns observed during the biennium from completed evaluations at all levels. The patterns and trends will be used to identify recommendations and lessons to be brought to the attention of, and discussed with, subprogramme coordinators and UNEP senior management. The report will be presented to the Committee of Permanent Representatives and the United Nations Environment Assembly and disseminated to national Governments and UNEP staff.

Compliance with evaluation recommendations

9. The Evaluation Office will follow up on the implementation of evaluation recommendations in order to ensure that actions required to improve programme performance and management are taken in a timely manner. The Evaluation Office will report on the status of these recommendations to the Executive Director every six months and publish compliance statistics for evaluation recommendations in the evaluation synthesis report and on the Evaluation Office website.
