

Cover note

Introduction

The second session of the United Nations Environment Assembly in May 2016 approved the following strategic planning documents:

- **Medium-Term Strategy for 2018-2021** – to describe the key challenges and issues in the global environment, how UN Environment Programme coordinates actions and resources to build on its strengths, respond to lessons learned, and through a business model, use pivot points to multiply the effectiveness of effort. Using outcome maps, the medium-term strategy outlines the logical chain of results to move from the situation at the time of development to outcomes and impacts in 2030, in line with the Sustainable Development Goals and Agenda 2030.
- **Programme of Work & Budget for 2018–2019** – to build on the Medium-Term Strategy, setting out sub-programmes with associated operational strategies, key outputs, budgets and targets for the first two years of implementation.

In line with the strategic planning cycle initiated with the approval of the current Medium-Term Strategy in 2016, the second session of the United Nations Environment Assembly of UN Environment Programme also requested, in Resolution 20, paragraph 21, that UN Environment Programme develops a Programme of Work for 2020-2021, based on the approved Medium-Term Strategy 2018-2021 and building on the Programme of Work 2018-2019.

This document presents a draft Programme of Work for 2020-2021 builds on the previous version discussed with the Committee of Permanent Representatives in September 2018. It now also includes performance targets, key deliverables, and more detail on the budget.

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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 2020–2021****Proposed programme of work and budget for the biennium
2020–2021****Report of the Executive Director***Summary*

The present report sets out the proposed programme of work and budget for the biennium 2020–2021, 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.4/1.

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I. Introduction

0. The Executive Director of the United Nations Environment Programme (UNEP) hereby submits the programme of work for the biennium 2020–2021 for approval by the United Nations Environment Assembly of the UN Environment Programme at its fourth session, in March 2019. The programme of work is guided by the medium-term strategy for the period 2018–2021. 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 2020–2021 provides the detailed elements of what the UN Environment Programme will deliver during the second half of the strategy and how performance will be measured.

A. Overall orientation

1. The UN Environment Programme is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate for the UN Environment Programme derives from General Assembly resolution 2997 (XXVII). The governing body of the UN Environment Programme further clarified the mandate of the UN Environment Programme 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.
2. The UN Environment Programme 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.
3. The Second Session of UN Environment Assembly convened in May 2016 and adopted a resolution on “Delivering on the 2030 Agenda for Sustainable Development,” Where the universal membership UN Environment Assembly committed to contributing to the effective implementation of the environmental dimension of the 2030 Agenda for Sustainable Development in an integrated manner, through setting the global environmental agenda, providing overarching policy guidance and defining policy responses to address emerging environmental challenges, undertaking policy review, dialogue and exchange of experiences, fostering partnerships for achieving environmental goals and resource mobilization. The second session of the UN Environment Assembly considered and guided UN Environment Programmes’s alignment of its strategic planning with the 2030 Agenda and its 17 SDGs through the Medium Term for 2018-21 which forms the framework for this Programme of Work and Budget. Thus, setting out a critical role for both the UN Environment Assembly and the UN Environment Programme in supporting countries to achieve the environmental dimension of sustainable development.
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 in a consistent way across the SDGs to inform society of the risks as well as the opportunities of new developments is therefore at the heart of the work of the UN Environment Programme and embedded across this Programme of Work 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.

¹ General Assembly resolution 66/288, annex.

5. In order to achieve this ambitious 2030 vision, the UN Environment Programme 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. The UN Environment Programme 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 UN Environment Programme environmental foresight process; and consultations with major groups and stakeholders. The strategy aims to make the most of the comparative advantage of the UN Environment Programme, which is to provide an environmental lens through which to view, understand and advise on sustainable development.

6. The UN Environment Programme will deliver this work within the context of seven priority areas for the biennium 2020–2021:

- (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. Lessons Learnt

As outlined above, this Programme of Work and Budget for 2020-2021 forms the second biennium of the Medium Term Strategy 2018-2021, which set out the overall strategic direction and expected accomplishments. However, there have been a number of improvements in 2020–2021 building on lessons learnt.

Climate change. Ecosystem-based adaptation will continue to be central to UN Environment Programme's work on climate resilience, as guided by United Nations Environment Assembly Resolution 1/8. With only approximately 17 per cent of global climate finance directed towards ecosystem-based adaptation, the focus will be to accelerate adaptation solutions and measure adaptation effectiveness. To achieve this, UN Environment Programme together with Dutch, Japanese and other governments established the Global Centre of Excellence on Adaptation. In addition, UN Environment Programme will scale up work on innovative financing mechanisms, building on previous success. The work on natural mitigation will also be expanded beyond forests to include peatlands as well as others.

Disasters and conflicts. Previously the subprogramme had two streams of work on risk reduction and recovery. One lesson learnt is the need to be more responsive to country needs in supporting their journey to resilience, with increasing demand for post crisis assessments. We now have three streams of work, where the recovery stream has been split into short recovery and longer-term rehabilitation. In addition, our risk reduction component has expanded to pay particular attention to addressing the causes and consequences of environmental security, through work geared towards understanding and identifying emerging environmental threats to security.

Healthy and productive ecosystems. The 2030 impact for the subprogramme is to promote healthy ecosystems in order to provide a secure supply of ecosystem services and goods for human wellbeing. Building on lessons from UN Environment Programme's performance management, this subprogramme will take on a more integrated approach to ecosystem management - which will better position the subprogramme

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 of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

to support countries in delivering the 2030 Agenda. The subprogramme has shifted from the sectoral approach where focus was on terrestrial and aquatic production, marine issues and enabling environment, to two streams focusing on the short and long term. In the short to medium term, UN Environment Programme will strengthen tools such as the inclusive wealth index, to support countries in valuing their natural capital. In the longer term, UN Environment Programme will provide curricula to universities on ecosystem management thinking, so that future graduates would have the capability to make decisions that embed ecosystem management thinking leading to the 2030 impact.

Environmental governance. For the subprogramme to be better positioned to integrate its work and support country delivery, there needs to be more coherent national work on United Nations Development Assistance Frameworks, Law and Poverty and Environment initiatives and environmental sustainability.

Chemicals, waste and air quality. The subprogramme has responded to Member States' request to include air quality as a key issue. In addition, key elements of the outcome document of the third United Nations Environment Assembly on pollution have been embedded into the subprogramme. Furthermore, the entry into force of the Minamata Convention on Mercury on 16 August 2017 and the Kigali Amendment on 1 January 2019 are major milestones towards the sound management of chemicals, waste and improving air quality, and have also been incorporated into the subprogramme for 2020-2021.

Resource efficiency. The alignment to the Sustainable Development Goals has been further strengthened down to the indicator level since this subprogramme directly delivers on a range of indicators. While the overall results framework, expressed through the expected accomplishments and associated indicators, remains largely unchanged, several adjustments to the indicators and units of measure have been undertaken to strengthen overall results and impact monitoring. Several sectoral indicators under Expected Accomplishment (b) have been merged so as to rationalize reporting. However, progress for various sectors will be tracked and reported in a disaggregated manner. Several units of measure have been adjusted to better integrate with Sustainable Development Goal indicators.

Environment under review. The subprogramme tweaked some of the indicators to focus more on the Sustainable Development Goals since the approval of the global indicator framework in 2017.

C. Overview of resources

7. The proposed overall budget, comprising the Environment Fund, trust and earmarked funding, global trust funds, programme support costs and the regular budget of the United Nations is \$910 million. The budget for 2020–2021 proposes a reduction in staff costs under Environment Fund resources of \$6.2 million compared to the 2018-2019 budget.

8. The proposed budget provides for increases in earmarked funding of 77 million and global trust funds funding of 110 million. The projected increases align with historical trends in income and expenditures that enabled UN Environment Programme 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 2020–2021 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 \$5 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 72/263 which allocated an amount of 39,603,700 to UN Environment Programme for the 2018-2019 biennium. This level of appropriation factored the abolishing of one P-2 position.

Table 1 (a)
Total financial resource requirements by funding category: 2018-2019 and 2020–2021

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	118,200	(6,200)	112,000
Non-post	138,800	(62,400)	76,400
Fund Programme reserve	14,000	(2,400)	11,600
Subtotal A	271,000	(71,000)	200,000
B. Trust and earmarked funds			
Post	305,000	(196,100)	108,900
Non-post	-	273,100	273,100
Subtotal B	305,000	77,000	382,000
C. Global trust funds			
Post	140,000	(106,100)	33,900
Non-post	-	216,100	216,100
Subtotal C	140,000	110,000	250,000
D. Programme support costs			
Post	33,000	(12,100)	20,900
Non-post	-	17,100	17,100
Subtotal D	33,000	5,000	38,000
E. Regular Budget			
Post	36,170	-	36,170
Non-post	3,434	-	3,434
Subtotal E	39,604	-	39,604
Total (A+B+C+D+E)	788,604	121,000	909,604

Notes: The 2020-2021 budget provides breakdown by post and non-post category for all funding sources as compared to only the Environment Fund and Regular Budget in 2018-2019.

10. Table 1 (b) provides information on projected staffing by funding sources. The figures for 2018-2019 are those approved by the United Nations Environment Assembly, except for the regular budget, which has been revised in the light of General Assembly resolution 72/263.

Table 1 (b)
Total human resource requirement by funding category: 2018–2019 and 2020-2021

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	426	(4)	422
B. Trust and earmarked funds	195	179	374
C. Global trust funds	62	72	134
D. Programme support costs	76	14	90
E. Regular budget	116	(3)	113
Total (A + B + C + D + E)	875	258	1,133

11. Overall, the budget will increase by 121 million (15 per cent) in 2020-2021 over 2018-2019. The Environment Fund budget is decreased to \$200 million while the major budget increases are expected from earmarked funds – from 304.6 million to 382 million in 2020-2021 – as well as from Global trust funds – by \$110 million, to bring the new total in 2020-2021 to \$250 million.

12. Notably, the budget for the Corporate Services Division will decrease by \$2.8 million under the Environment Fund; however, due to projected expansion of support needed for the increased level of activities as a result of real growth under earmarked and global funds, its overall budget across the remaining funding sources would increase by 4.88 million and thus bringing the net increase to \$2.08 million. The provision for programme support for the United Nations Office at Nairobi and the United Nations Office at Geneva are budgeted at the level of 2018 actual bills while considering that the inflationary effect should be offset by equivalent efficiency gains. The programme reserve decreased by \$2.4 million in line with the overall decrease in the Environment Fund budget but is still maintained to provide flexibility for additional programmatic needs arising in the course of the biennium.

13. Table 2 presents UN Environment Programme overall resource requirements and changes by funding source and by budget component for the 2020-2021 biennium, and comparisons with the approved 2018-2019 budget.

Table 2
Resource requirements by budget component: UN Environment Programme
 (Thousands of United States dollars)

	Environment Fund		Trust and Earmarked Funds		GEF Trust Funds		Programme support cost		Regular budget		Total Budget	
	2018-2019	2020-2021	2018-2019	2020-2021	2018-2019	2020-2021	2018-2019	2020-2021	2018-2019	2020-2021	2018-2019	2020-2021
A. Policymaking organs	1,700	4,000	-	400	-	-	-	20	93	93	1,793	4,513
B. 1. Executive direction and management	7,800	8,000	600	2,100	-	-	400	100	5,722	5,722	14,522	15,922
B.2. UNSCEAR	-	-	400	-	-	-	-	-	1,521	1,521	1,921	1,521
Sub Total A+B	9,500	12,000	1,000	2,500	-	-	400	120	7,336	7,336	18,236	21,956
C. Programme of work												
1. Climate change	32,300	23,000	112,600	144,800	29,500	83,500	3,200	7,200	3,722	3,722	181,322	262,222
2. Resilience to disasters and conflicts	21,500	14,800	24,600	20,200	-	-	2,400	1,000	2,619	2,619	51,119	38,619
3. Healthy and Productive Ecosystems	41,800	28,800	39,600	42,400	80,500	112,500	3,400	2,100	4,397	4,397	173,005	190,197
4. Environmental governance	35,900	24,800	32,800	41,600	-	500	2,400	2,100	7,705	7,705	75,497	76,705
5. Chemicals, wastes and air Quality	32,300	23,800	38,400	61,100	24,300	46,000	2,400	3,000	3,041	3,041	100,757	136,941
6. Resource efficiency	39,600	28,800	41,000	60,700	-	-	2,300	3,000	3,357	3,357	85,941	95,857
7. Environment under Review	29,300	20,400	14,100	7,300	2,300	3,300	1,000	400	5,523	5,523	52,223	36,923
Subtotal C	232,700	164,400	303,100	378,100	136,600	245,800	17,100	18,800	30,363	30,363	719,863	837,463
D.Fund Programme Reserve	14,000	11,600	-	-	-	-	-	-	-	-	14,000	11,600
Subtotal Total Programme of Work(C+D)	246,700	176,000	303,100	378,100	136,600	245,800	17,100	18,800	30,363	30,363	733,863	849,063
E. Programme Management & Other												
Corporate services	6,900	7,980	900	1,400	3,400	4,200	13,500	9,231	1,905	1,905	26,605	24,716
UNON/UNOG bills	6,650	4,020	-	-	-	-	2,000	5,180	-	-	8,650	9,200
Umoja & GSDM Costs	-	-	-	-	-	-	-	3,469	-	-	-	3,469
After Service Health Insurance	1,250	-	-	-	-	-	-	1,200	-	-	1,250	1,200
Subtotal E	14,800	12,000	900	1,400	3,400	4,200	15,500	19,080	1,905	1,905	36,505	38,585
Total (A+B+C+D+E)	271,000	200,000	305,000	382,000	140,000	250,000	33,000	38,000	39,604	39,604	788,604	909,604
Percentage of the total	34.4%	22.0%	38.7%	42.0%	17.8%	27.5%	4.2%	4.2%	5.0%	4.4%	100%	100.0%

Notes: Figures may vary slightly due to rounding off

Results-based budgeting

14. 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, similarly to the 2018-2019 biennium, UN Environment Programme has applied a results-based budgeting approach in drafting its Environment Fund budget for the biennium 2020–2021⁴.

15. Through the application of results-based budgeting, UN Environment Programme continues to achieve improvements in its management processes. Budgets are clearly aligned to results that are internally and externally visible, so providing increased accountability and transparency with regard to how budgets are formulated and implemented. The implementation of results-based budgeting also improved the project management skills of the responsible managers, leading to a more efficient use of resources.

16. The starting point for developing the budget was to identify the mandates of UN Environment Programme, the results required to fulfil those mandates and the historical trends in income and expenditure, in order to achieve results with environment fund, extrabudgetary, and global trust funds (GEF & GCF). This planning included any strengthened or new mandates, priority areas or renewed emphasis, such as pollution, as per the resolutions adopted by United Nations Environment Assembly III in December 2017. One specific example of major landmarks over the period was the entry into force of Minamata Convention in August 2017. At regional level, the first binding regional agreement to protect the rights of access to information, public participation and access to justice in environmental matters (Principle 10 of the Rio Declaration on Environment and Development) was adopted by the Latin American and Caribbean countries. 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 UN Environment Programme programmes; 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 UN Environment Programme, direction, management and administration, including coordination.

17. The historical data enabled using ratios to establish credibility in the budget and check for reasonableness in the requirements. Previous programme performance reports clearly show that a subprogrammes represent a percentage of the Programme of Work by funding source. Since ratios reflect a relationship between two or more elements or accounts, a base amount by subprogramme and funding source was extracted against the budget envelopes. Further, these amounts were validated and adjusted against the identified mandates and priority areas. The newly established staffing tables approved in 2018, formed the basis for aligning staff positions to the subprogrammes and determining their associated costs, by funding source, in terms of salaries and operational requirements. The provision for non-staff budgets by funding source and subprogrammes, reflect historical expenditure trends while taking into consideration new mandates and resource mobilization efforts being made in line with the new strategy approved in 2017. Consequently, this approach allowed transparent and accurate provisions starting from the budget envelopes down to each subprogrammes, funding source and budget category.

18. The budget levels for each subprogramme are explained below:

19. Climate change. Funding for climate change from extrabudgetary resources remains healthy 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

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.

informed by UN Environment Programme-led assessments such as the Emissions Gap Report and the Adaptation Gap Report series. Funding for climate change work is going through transition as Global Environment Fund 7 is likely to have a smaller allocation for climate change whereas UN Environment Programme has a growing pipeline of projects under the Green Climate Fund. UN Environment Programme has a pipeline of Green Climate Fund projects worth \$236 million of which \$48 million has been approved by the Green Climate Fund Board. In line with the previous biennium, UN Environment Programme has multiplied core resources, such as Environment Fund, by catalysing 12.5 times more earmarked resources. While this multiplier effect is expected to continue UN Environment Programme experiences some challenges ensuring that the extra-budgetary project portfolio delivers on the indicators of the Programme of Work.

20. Resilience to disasters and conflicts. This subprogramme has historically relied on extrabudgetary resources for its post-crisis work, reflecting the ability of UN Environment Programme 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.

21. Healthy and productive ecosystems. The subprogramme has traditionally benefited from the GEF and extrabudgetary funding. Similar to the previous biennium, the budget for 2020–2021 is 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.

22. Environmental governance. The subprogramme has traditionally relied on a combination of project-specific extrabudgetary earmarked funding, and Environment Fund for the conduct of its core activities. However, the latter has not fully materialised but has been complemented by extrabudgetary resources provided by Member States to support the environmental governance subprogramme at large or specific priorities within it. Environmental governance remains central to delivering on the core mandate of UN Environment Programme and on a growing number of UN Environment Assembly Resolutions. Thus, the subprogramme must be able to rely, in addition to its regular budget, on stable and predictable resources from the Environment Fund as well as on an increased overall budget to be able to support the implementation of Agenda 2030 and address specific areas of global concern.

23. Chemicals, waste and air quality. This subprogramme has traditionally been successful in raising funding from extrabudgetary and GEF resources. As such, the budget for these funding sources remains high as in previous biennia. These sources of funding were often earmarked to particular areas, such as mercury, intergovernmental and multi-stakeholder processes on chemicals and waste and the implementation of the Strategic Approach to International Chemicals Management. Other areas of the subprogramme have been less well funded, in particular in new areas emerging from United Nations Environment Assembly 3 Resolutions.

24. 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 extrabudgetary resources, reflecting general trends in income.

25. Environment under review. Given that it represents part of the core area of work of UN Environment Programme, 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 proportionately high for this subprogramme in comparison with others.

Prioritisation of Funds

26. The UN Environment Programme 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 Global trust fund 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, UN Environment Programme 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 UN Environment Programme 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 2020–2021

27. The UN Environment Programme funding strategy envisages that the Environment Fund and regular budget should finance the backbone and essential ability of the UN Environment Programme 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.

Environment Fund

28. 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. The UN Environment Programme recognizes the steps taken by Member States to strengthen core funding against the background of a challenging economic climate; however, the realised income trends have been lower than the planned activities. Therefore in 2020-2021 the UN Environment Programme has realigned the planned activities in a realistic approach and proposed a budget reduction from US\$271 in 2018-2019 to US\$200 in 2020-2021⁵. In drawing up the Environment Fund budget, Environment Assembly resolution 1/15, by which it required UN Environment Programme to stay within a \$122 million ceiling for staff costs for the biennium 2020-2021, has been taken into account. In this regard, the UN Environment Programme is tracking the amount it is spending on posts versus non-post. The aim is to ensure that relatively more funding is allocated for programme delivery (i.e. non-post) versus staff costs. The reduction in staff costs should be viewed not only in terms of number of posts but rather monetary value while taking into considerations grades and their relevant salary scales. Moreover, the UN Environment Programme is expecting the deployment of

– ⁵ According to the principles of the VISC 2018-2019, which are aligned with the decision of the Governing Council establishing VISC, member states are requested to contribute at least at the level of the UN Assessed Scale would warrant and/or to retain their previous high level of contributions. This means that in a reduced budget scenario, VISC would remain the same for anybody who previously contributed more than the UN assessed scale as applied to the new budget. However, those member states who were contributing less than suggested by the UN assessed scale as applied to new budget, would have a smaller VISC. This would create further imbalance between highest contributors and others who are expected to contribute more than their current level.

Umoja next generation module which includes a new tool and processes in formulation, allocation funds and projects across the organization. The new module is expected to empower even more the UN Environment Programme's Programme Managers in formulating their Project Portfolios, output and costing in a more efficient and effective manner therefore reducing efforts and eliminating redundant processes previously maintained outside Umoja. The same would provide a coherent linkage between both Project management and financials leading to more transparency and better reporting for both UN Environment Programme management and Donors. The same module is providing an extension with respect to Implementing Partner selection and management at the UN Environment Programme which is expected to speed up the selection process and providing full audit trail of the process therefore achieving high standards of transparency. Furthermore, the UN Environment Programme is constantly monitoring the progress and expected outcome of both the Global Service Delivery Model and reform of the UN Development System, taking into consideration its impact with respect to transactional administrative processes such as human resources administration, accounts payable and payroll.

Earmarked funds

29. 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 \$382 million in 2020–2021 is based on historical trends and is necessary to enable the UN Environment Programme to deliver on its mandates at a level of ambition commensurate with the income the Programme has witnessed in previous bienniums. The UN Environment Programme 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 2020–2021 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.
30. Donors and partners may choose to provide earmarked contributions to the UN Environment Programme 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 the UN Environment Programme 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 the UN Environment Programme 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. The UN Environment Programme is developing more flexible instruments and avenues⁶ 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.
31. Furthermore, in line with the UN Environment Programme funding strategy, the secretariat is seeking to expand the donor base and generate support for UN Environment Programme 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

32. The estimated budgetary figures for GEF funding are based on average annual expenditure. Data on annual income is not available because GEF funding is provided and recorded in full for multi-year projects in accordance with International Public Sector Accounting Standards, at the time of project

⁶ This work is at very early stages. The aim is to identify programme areas and/or geographic areas that could be supported by multiple funding partners. Trust funds and possibly other instruments would be set for enabling the delivery of specific results at, e.g. expected accomplishment level, to fulfil the requirements of the funding partners while providing the organization adequate flexibility for efficient, effective and balanced delivery.

approval. The allocation of this funding between years is not available within UMOJA. Consequently, the annual expenditure data is used as a proxy for income.

33. The proposed budgets for GEF are based on expenditures on approved projects. From a results-based budgeting approach, GEF estimates are based on historical trends in portfolio expenditure. UN Environment Programme's portfolio of GEF projects under implementation is currently valued at \$625 million. Based on historical data and current portfolio value, the proposed project delivery in 2020-2021 is \$172 million.
34. The Green Climate Fund projects are similarly recorded in full at the time of signature of the Funded Activity Agreements, in accordance with International Public Sector Accounting Standards. UN Environment Programme's current portfolio of Green Climate Funds projects under implementation is \$48million; with a project pipeline of \$236 million. Taking into account the timelines for project approval in the Green Climate Fund, and assuming a successful replenishment of the Fund, the budget for proposed project delivery is USD 78 million in 2020-21.

Regular budget appropriation and the Environment Fund

35. As part of the UN Secretary General's reform the Regular budget for 2020-2021 will be prepared on an annual basis⁷. Notwithstanding to these changes, the UN Environment Programme will be still present a biennial rolling budgets for inclusion in this POW. It is important to note that 2018-2019 budget has been reduced by one P-2 position.

Resource mobilization

36. Reaching the targeted budget level of the Environment Fund remains a challenge. In the 2014–2015 biennium, the gap between budget (\$245 million) and income (\$ 166 million) amounted to \$79 million (32 per cent of the budget). The biennium saw an \$11 million (7 per cent) increase in the amount received compared to the previous biennium. In the 2016-2017 biennium the budget was increased by \$26million (11%) to USD 271 million whilst income received amounted to \$135 million leaving a gap of \$135 million (50 per cent of the budget) between budget and income. At the same time the earmarked funding has increased. Whilst it has enabled the organisation to achieve good results in the priority areas of the funding partners, it has left other core areas of the programme of work underfunded and only partially implemented.
37. To address the shortfalls and improve the balance between core and non-core income a new resource mobilisation strategy for 2018-2021 was adopted in November 2017 in line with the UN Environment Assembly Resolution 2/20. The strategy is based on a clear definition of the organisation's comparative advantage, focused understanding the purpose and needs for various funding sources, more aggressive and targeted outreach to current and potential funding partners as well as strong communication. The outcome document of Rio+20, in which Member States committed themselves to providing secure, stable, adequate and increased financial resources to UN Environment Programme remains the underpinning principle of the strategy together with the expectation of close collaboration between the member states and the secretariat in the strategy implementation.

⁷ As part of the UN Secretary General's reform, On December 24th 2017, the General Assembly adopted resolution 72/266 "Shifting the management paradigm in the United Nations", based on the Secretary General's report and its review by relevant bodies, including the Advisory Committee on Administrative and Budgetary Questions⁷ report number 72/7 and the 5th Committee⁷ report number 72/682. As a result, the UN Environment Programme is no longer required to prepare a Strategic Framework document for the period 2020-21. This is now replaced by an **Annual Budget and Performance Document**. The document includes the following sections, for each sub programme: a budget for the year 2020, a performance report for the year 2018 and a 2019 baseline.

38. Following discussions with Members States, the UN Environment Programme has developed a 2020–2021 budget level for the Environment Fund which the Secretariat considers ambitious but realistic. It is expected that with tighter scrutiny and focus of environment fund allocation towards core functions, the budget will be sufficient to deliver the backbone of the programme of work and provide adequate guidance and overall direction to the organisation.

II. Policymaking organs and stakeholder engagement

39. The United Nations Environment Assembly is the governing body of UN Environment Programme. 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.

40. 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 the implementation of the resolutions and of the Programme of Work once adopted. The Committee holds its regular one-day meetings on a quarterly basis, and meets in open-ended form every two years, prior to the session of the Assembly. The open-ended meetings, which are five days in duration, are held in Nairobi and include the participation of both Nairobi-based delegates and of representatives from capitals and members of the Committee of Permanent Representatives who are based in locations outside Nairobi. The UN Environment Programme governing structure also includes an annual five-day meeting of the subcommittee of the Committee of Permanent Representatives, which meets with the purpose to review the medium-term strategy and programme of work and budget. In addition, one- or half-day Subcommittee meetings are held once or twice a month to consider particular issues in-depth, as needed and upon request.

41. 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. It is preceded by regional consultative meetings with civil society whose inputs and perspectives are provided to the Committee of Permanent Representatives and eventually to the Assembly through statements and an official meeting document.

42. The Secretariat of Governing Bodies provides secretariat support to the Environment Assembly and its subsidiary body, the Committee of Permanent Representatives. The Secretariat also serves as the main interface for external relations with representatives of the UN Environment Programme governing bodies, and with representatives of Major Groups and Stakeholders, and it is responsible for promoting gender parity for meetings and activities supported by the Secretariat.

43. The United Nations Environment Assembly provides a unique platform through which different stakeholders can work together to achieve solutions to our global and interconnected environmental challenges. Effective communication around the theme of the United Nations Environment Assembly and other environmental issues catalyses global attention and action. Governments, civil society and private sector realize that many solutions to environmental challenges will require working closer together in partnerships – moving away from the notion of incremental change to transformational change.

44. Public-private and other forms of partnerships have the capacity to promote and spur innovation and leverage new technologies that can then be scaled up or replicated for wider impact. The Secretariat continues to promote, support and oversee such partnerships, with a view to contribute to the implementation of the Environment Assembly resolutions and the Programme of Work (as also highlighted and reported under specific sections of each subprogramme).

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, and to support the implementation of the UN Environment Programme of Work

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>	
(a) Environment Assembly attracts significant interest from key decision-makers and stakeholders	(i) Increased media (online, print and broadcast) and social media coverage and reach on environmental issues during and following Environment Assembly session and thematic campaign around the Environment Assembly theme that mobilizes governments and civil society to act on environmental issues Units of measure: (a) Number of media outlets covering the Environment Assembly and theme; (b) Number of media mentions; (c) Social media metrics related to Environment Assembly issues; (d) Editorials in top tier outlets; (e) Number of governments and civil society engaging in the issue (f) Number of thematic Assembly campaign.	December 2017 (baseline): (a) coverage in 3,800 media outlets (b) 11,160 media mentions; (c) TBD social media (d) 7 editorials published in top tier outlets; (e) 2.5 million pledges for action (f) 1 campaign December 2019 (expected): +10% Progress expected by December 2020: +10% (TBD) Progress expected by December 2021: +10% (TBD) Data sources and analysis plan: Communication Division monitoring metrics, independent media monitoring metrics and campaign evaluations
	(ii) Increased engagement of Member States in and following the UN Environment Assembly sessions Units of measure: (a) Number of government delegates participating at Environment Assembly (b) Ministerial Outcome Document adopted by consensus (c) Report on level of implementation of resolutions adopted by the Environment Assembly	December 2017 (baseline): (a) 1186 (b) 1 (c) 1 December 2019 (expected): (a) +114 (1300) (b) 1 (c) 1 December 2021: (a) +214 (1400) (b) 1 (c) 1 Data sources and analysis plan: Assembly participants' registry, United Nations Environment Assembly outcome documents; Annual Reports on the implementation of resolutions to the Committee of Permanent Representatives
	(iii) Increased interest and participation of civil society and private sector representatives in the UN Environment Assembly Units of measure: (a) Number of representatives from the civil society participating in the UN Environment Assembly (disaggregated by sex) (b) Number of representatives from the private sector participating in the UN Environment Assembly	December 2017 (baseline): (a) 711 (b) 367 December 2019 (expected): (a) +39 (750) (b) +55 (422) December 2021: (a) +59 (770) (b) +118 (485) Data sources and analysis plan: United Nations Environment

		Assembly accreditation records, Report on participation of civil society and private sector representatives attending the Assembly; Assembly participants' registry
	(iv) Increased interest of Major Groups and stakeholders in the UN Environment Programme	
	Unit of measure:	
	Number of Major Groups and stakeholders organisations accredited to the UN Environment Programme.	December 2017 (baseline): 427 December 2019 (expected): + 73 (500) Progress expected by December 2020: +123 (550) December 2021: +173 (600)
		Data sources and analysis plan:
		Major Groups and stakeholders accreditation records
	(v) Percentage increase of surveyed partners in Governments and in the United Nations system that rate as useful the Environment Assembly in drawing attention to important global environmental issues	December 2017 (baseline): 64 per cent December 2019 (expected): +20 per cent (80 per cent) December 2020: +2 per cent (82 per cent) December 2021: +2 per cent (84 per cent)
	Unit of measure:	Data sources and analysis plan:
	Percentage of surveyed Government officials and partners expressing satisfaction on the utility of the Environment Assembly in drawing attention to global environmental issues	Survey of Governments and partners December 2017 (baseline): 4 December 2019 (expected): +1 (5) December 2021: +2 (6)
		Data sources and analysis plan:
	(i) The number of meetings that engage the private sector in the run-up to the UN Environment Assembly	Governance Affairs Office administration records
	Unit of measure:	
(b) Partnerships that catalyse action and commitment through the Environment Assembly and its resolutions	The number of meetings with outcomes that feed into the Environment Assembly.	

Table 4 (a)
Financial resource requirement by funding category: policymaking organs

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	800	2,000	2,800
Non-post	900	300	1,200
Subtotal A	1,700	2,300	4,000
B. Trust and earmarked funds			
Post		200	200
Non-post		200	200
Subtotal B	-	400	400
C. Global trust funds			
Post		-	-
Non-post		-	-
Subtotal C	-	-	-
D. Programme support costs			
Post		-	-
Non-post		20	20
Subtotal D	-	20	20
E. Regular Budget			
Post	73	-	73
Non-post	20	-	20
Subtotal E	93	-	93
Total (A+B+C+D+E)	1,793	2,720	4,513

Table 4 (b)
Human resource requirement by funding category: policymaking organs

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	4	8	12
B. Trust and earmarked funds	-	1	1
E. Regular budget	3	-	3
Total (A + B + C + D + E)	7	9	16

Note: Figures may vary slightly due to rounding off.

III. Executive direction and management

45. Executive direction and management sets out how UN Environment Programme will exert leadership, management and oversight in delivering results. In the 2020-21 biennium and the period leading up to it, there will be a focus on: being more efficient, results oriented, managing risks, fostering innovation, talent management and clearer communication.

46. Executive Direction and Management is provided by the Executive Office with support from the Independent Evaluation Office and the Policy and Programme Division. The Executive Office provides overall leadership on programmatic and administrative matters. This includes development and delivery of the Medium-term Strategy and its related Programmes of Work as mandated by the UN Environment Assembly and as set out in the compact between the Executive Director and the Secretary-General.

47. The Evaluation Office is an independent unit reporting directly to the Executive Office and is responsible for implementing the evaluation workplan by conducting and managing independent evaluations. It also provides analysis of findings and lessons for management⁸.

48. The Executive Office aims to build long-term partnerships with other organizations and businesses that foster innovation and trust, internationally, regionally and nationally. Transformative partnerships will be built on common principles and values, a shared vision and shared goals, placing people and the planet at the centre of sustainable development. For example, development banks, health organizations and others can build on the work of UN Environment Programme to improve environmental sustainability and to accrue benefits in the economic and social dimensions of sustainable development.

49. A results orientated approach will be prioritized in UN Environment Programme and build lessons learned. The Executive Office will improve internal systems, process and accountability to ensure human and financial resources in UN Environment Programme are fully aligned to deliver the results in the Programme of Work and Budget 2020-2021. In addition, mechanisms will be strengthened to foster a results-orientated culture, promote empowerment and implement results-based management.

50. With new uncertainties always on the horizon, UN Environment Programme is exposed to physical, financial and political risks but also to significant reputational risks. It is pertinent for the organization to identify and respond to these in a timely manner. The Executive Office, with support from the Policy and Programme Division, will ensure appropriate controls are in place to identify, reduce and manage risk through an effective corporate risk management framework.

51. A world that is rapidly changing with new ideas at every corner also presents new opportunities for improvement. The Executive Office will work closely with the Senior Management Team to provide leadership in identifying and accelerating innovation across the organization; using technology and new thinking to deliver greater impact in what we do while also achieving efficiencies in how we work.

52. In the current global financial context, it is pertinent for UN Environment Programme to demonstrate that it is fit for purpose. The Executive Office, with support from Senior Management Team, will identify internal efficiency measures aimed at making UN Environment Programme a more lean, efficient and effective organization.

53. The Executive Office also has overall responsibility within the United Nations System for providing guidance on environmental issues. This guidance should consider assessments of the causes and effects of environmental challenges, as well as emerging issues of global and regional significance. The Executive Office will catalyse international action to bring about a coordinated response both within the United Nations system and between the United Nations and other partners. This will be executed through system-wide processes, such as the Environment Management Group and those conducted through the Chief Executives Board for Coordination and its subsidiary bodies. The Executive Director may also identify

⁸ The full evaluation plan can be found at Annex IV

areas of advocacy and political outreach to frame and steer elements of the Programme of Work in a manner that is more understandable to the public, partners and donors; for example, on marine litter, pollution green finance etc. These areas of advocacy and political outreach are underpinned by UN Environment Programme's core science policy work and fall within the purview of the Programme of Work. In addition, UN Environment Programme 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.

54. The table below provides the overall objectives and expected accomplishments for the Programme's leadership.

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

Expected accomplishments of the secretariat

(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

Indicators of achievement

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 at corporate management level

December 2017 (baseline): 0
Progress expected by December 2019: +2 (TBD)

Progress expected by December 2020*: +2 (TBD)

Progress expected by December 2021: TBD

Data sources and analysis plan:

Greening the Blue report for the inclusion of environmental considerations in corporate policies and plans. Supplemented by a survey of United Nations entities through the United Nations New York interagency office, where appropriate.

December 2017 (baseline): 85 per cent

Progress expected by December 2019: +2 per cent (87 per cent)

Progress expected by December 2020: +4 per cent (91 per cent)

Progress expected by December 2021: TBD

Data sources and analysis plan:

Survey of Governments and partners

(b) UN Environment Programme's programmes and products are considered useful by Governments and partners in the United Nations system

Percentage increase of surveyed UN Environment Programme partners in Governments and in the United Nations system that rate the usefulness of UN Environment Programme 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 UN Environment Programme products and programmes (including on the work of the Environmental Management Group and Sustainable United Nations).

(i) Increase in percentage of Governments in each region that rate UN Environment Programme 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 UN Environment Programme support

(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 UN Environment Programme programme of work

December 2017 (baseline): 14 per cent

December 2019 (expected): +5 (19 per cent of survey respondents)

Progress expected in December 2020: +5 per cent (24 per cent of survey respondents)

Progress expected in December 2021: TBD

Data sources and analysis plan:

Survey of Governments

December 2017 (baseline): 30
December 2019 (expected): +12 (42)

Progress expected in December 2020: +12 (54)

Progress expected in December 2021: TBD

Data sources and analysis plan:

(d) Strengthened accountability of UN Environment Programme as a results-based programme	<p>Unit of measure: Number of partnerships at national, subregional and regional levels involved in implementing an integrated approach relevant to UN Environment Programme programme of work</p>	Survey of partnerships
	<p>(i) Percentage of accepted audit and investigation recommendations that are fully implemented</p>	<p>December 2017 (baseline): 86 per cent December 2019 (expected): +2 per cent (88 per cent) Progress expected by December 2020: +1 per cent (89 per cent) Progress expected by December 2021: +1 per cent (90 per cent)</p>
	<p>Unit of measure: Percentage of audit and investigation recommendations acted upon</p>	<p>Data sources and analysis plan: Review of recommendations with relevant audit and investigation bodies</p>
	<p>(ii) Increase in the number of UN Environment Programme senior management decisions informed by business intelligence data and performance information</p>	<p>December 2017 (baseline): 1 December 2019 (expected): +1 (2) Progress expected by December 2020: +2 (4) Progress expected by December 2021: +2 (6)</p>
	<p>Unit of measure: Number of issues decided upon by the UN Environment Programme senior management team that are derived from business intelligence data or performance information</p>	<p>Data sources and analysis plan: Minutes of UN Environment Programme senior management team meetings</p>
<p>(iii) Increase in the percentage of evaluations providing a rating of “satisfactory” or higher for project performance</p>	<p>December 2017 (baseline): 69 per cent December 2019 (expected): +2 per cent (71 per cent) Progress expected by December 2020: +2 per cent (73 per cent) Progress expected by December 2021: +2 per cent (75 per cent)</p>	
<p>Unit of measure: Percentage of evaluations providing a rating of “satisfactory” or higher</p>	<p>Data sources and analysis plan: Project evaluation reports, subprogramme evaluation reports, Biannual synthesis report</p>	
<p>(iv) Increase in the percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan</p>	<p>December 2017 (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)</p>	
<p>Unit of measure: Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan</p>	<p>December 2019 (expected): +3 per cent (83 per cent) Progress expected by December 2020: +1 per cent (84 per cent) Progress expected by December 2021: +2 per cent (86 per cent)</p>	
<p>(v) Annual reduction of GHG</p>	<p>Data sources and analysis plan: Evaluation progress report to the UN Environment Programme Executive Director and Deputy Executive Director December 2017 (baseline): TBD</p>	

<p>emissions from UN Environment Programme's staff travel Operations</p> <p>Unit of measure: Reduction in GHG emissions from Un Environment staff travel, Operations, in tons of Carbon Dioxide Equivalent (tons CO₂e)</p>	<p>December 2019 (expected): 3% Progress expected in December 2020: -3% Progress expected in December 2021: - 3% (-6%)</p> <p>Data sources and analysis plan: Data on GHG emissions regularly monitored as part of UN Environment Programme's environmental management plan and reported as part of an Annual UN Environment Programme's environmental management system's progress report and UN Environment Assembly report</p>
<p>(vi) Number of context specific Environment management systems implemented by regional or other outposted offices that result in concrete environmental management measures</p> <p>Unit of measure: Number of UN Environment Programme offices (including regional and outposted offices) that undertake specific environmental management measures pursuant to their environmental management systems</p>	<p>December 2017 baseline: 1 December 2019 expected progress: +1 (2) Progress expected in December 2020: +1 (3) Progress expected in June 2021: +0 (3) Progress expected in December 2021: +1 (4)</p>
<p>(vii) UN Environment Programme Climate Neutrality through procurement of Certificates of Emission Reduction (CER)</p> <p>Unit of measure: Years of climate neutrality of all UN Environment Programme's climate emissions.</p>	<p>December 2017 (baseline): 9 December 2019 (expected): +2 (11) Progress expected in December 2020: +1 (12) Progress expected in December 2021: +1 (13)</p>

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

Table 5 (a)

Financial resource requirement by funding category: executive direction and management

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	3,700	2,700	6,400
Non-post	4,100	(2,500)	1,600
Subtotal A	7,800	200	8,000
B. Trust and earmarked funds			
Post	600	1,400	2,000
Non-post	-	100	100
Subtotal B	600	1,500	2,100
C. Global trust funds			
Post	-	-	-
Non-post	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Post	400	(400)	-
Non-post	-	100	100
Subtotal D	400	(300)	100
E. Regular Budget			
Post	5,643	-	5,643
Non-post	80	-	80
Subtotal E	5,722	-	5,722
Total (A+B+C+D+E)	14,522	1,400	15,922

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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	16	12	28
B. Trust and earmarked funds	-	7	7
C. Global trust funds	-	-	-
D. Programme support costs	1	(1)	-
E. Regular budget	16	(1)	15
Total (A + B + C + D + E)	33	17	50

(v) Programme of work

56. The proposed work budgeted for under the seven subprogrammes for 2020-2021 is \$837.46 million. This targeted budget encompasses an Environment Fund requirement of \$164.4 million (excluding fund programme reserve), total trust and earmarked fund requirements of \$378.1 million, an estimated requirement of \$18.8 million from programme support costs, estimated requirements of \$30.36 million from the regular budget of the United Nations and an estimated Global trust funds budget of \$245.8 million.
57. UN Environment Programme will deliver on the results of the 2030 Agenda in a holistic and coherent manner. Set out below is how each subprogramme links to the indicators and targets of the Sustainable Development Goals, both at impact and indicator levels. In addition, the table in Annex I lists the impact level indicators and targets of the Sustainable Development Goals that UN Environment Programme will contribute to as a whole.

Gender Considerations

The 2030 Agenda for Sustainable Development and its accompanying Sustainable Development Goals lay out the vision: to achieve gender equality and the empowerment of all women and girls by 2030. Gender equality is integral to Agenda 2030 and is both an enabler and accelerator for achieving all sustainable development goals. This is not limited to Sustainable Development Goal 5 (on gender equality) alone. In the 2020-2021 biennium, UN Environment Programme will - through its programmes and projects- continue to design and implement tangible gender sensitive interventions to achieve transformative and sustainable gender equality results, that will contribute towards the achievement of the Sustainable Development Goals.

Gender equality and women's empowerment is recognized as a cross-cutting priority across all aspects of UN Environment Programme's work and is guided by the Policy and Strategy for Gender Equality and the Environment. The Policy and Strategy emphasizes that gender equality is an important cross-cutting concern for all the sustainable development goals, including the environment-related ones. This necessitates promoting men and women's participation in all environmental protection and sustainable development activities. Further, giving women voice and agency can be transformative in all levels of environmental management.

Approach to indicators and UN Environment Assembly Resolutions

Environmental challenges are complex and multi-dimensional. This is reflected in the integrated and indivisible nature of the 2030 Agenda, which balances environmental, economic and social dimensions of sustainable development. The environmental agenda is as much integrated within its own arena as it is across dimensions. Issues are connected thematically across subprogrammes, as well as across geographical areas. Similarly, UN Environment Programme's response is often integrated.

In order to improve the Programme of Work 2020-2021, each subprogramme sets out how Sustainable Development Goal indicators are positioned both at impact and indicator level and how UN Environment Assembly resolutions are aligned. In addition, there are references to other globally agreed environmental goals. The placing of an indicator, resolution or goal within the context of a subprogramme does not indicate exclusivity. However, most cut across the entire Programme. For example, resolution 3/8 on preventing and reducing air pollution to improve air quality is 'housed' within subprogramme 5 on chemicals, waste and air quality, but is equally relevant to all the other subprogrammes. All cross-cutting Sustainable Development Goal indicators and resolutions can be found in Annexes I and II respectively.

Indicators are always an 'indication' of work and do not always represent the full picture, for example the capturing of an appropriate balance between attribution and contribution. There is also merit in maintaining the same indicators as it provides a longitudinal view of performance that Member States often ask for. If indicators keep changing every programming period, performance over time cannot be measured. Given that the 2020-2021 Programme of Work and Budget is within the framework of the 2018-21 Medium Term Strategy, it is important to have a degree of consistency to measure performance within the Medium-Term Strategy period. With this context of performance measurement and accountability, the indicators in the 2020-21 Programme of Work and Budget are the same where appropriate, to the ones Member States approved in the 2018-2019 Programme of Work and Budget.

All performance indicators mentioned in the subprogrammes refer to contribution or support by UN Environment Programme. In some cases, where the recently adopted Sustainable Development Goals global indicator framework was similar to that of UN Environment Programme, the Sustainable Development Goal indicators have been adopted. In such cases it should also be clear that the Sustainable Development Goal indicators are for Member States to achieve, though they will be attributed through UN Environment Programme Support. In many cases, the environmental indicators from the Sustainable Development Goals global indicator framework do not have a data set or agreed methodology on quantification (i.e. tier III indicators), hence in such instances they would not be appropriate to use.

South-South Cooperation

The Rio+20 Conference of 2012 identified South-South Cooperation as a key enabling tool for developing countries to progress towards environmental sustainability. In 2005, the 23rd session of the UN Environment Programme Governing Council adopted the Bali Strategic Plan for Technology Support and Capacity-building. Under this plan, the UN Environment Programme was requested to strengthen its South-South Cooperation strategy as a means of implementing the Strategic Plan. Thus, UN Environment Programme's role is to disseminate knowledge, facilitate information sharing, technology transfer and capacity building among countries, to support them in achieving the environmental dimension of the 2030 Agenda. Within this framework UN Environment Programme will:

- Promote further integration of South-South Cooperation across UN Environment Programme System policy, programming and partnership activities;
- Strengthen at all levels, organization-wide efforts on South-South Cooperation engagement as well as institutional capacities;

- Promote UN system inter-agency linkages while monitoring and following-up on strategic and political issues related to South-South Cooperation and Triangular Cooperation;
- Engage with the UN Office for South-South Cooperation and other multilateral system entities including international organizations, civil societies, academia, private sectors and others to leverage partnerships in support of South-South Cooperation and Triangular Cooperation; and
- Support the transfer of innovative Southern development solutions and recommendations to development partners to support implementation of the Buenos Aires Plan of Action.

58. The proposed work for 2020–2021 includes the results expected from seven subprogrammes as follows:

Subprogramme 1 Climate change

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

Relevant impact level Sustainable Development Goal indicators⁹	<p>Adaptation: 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.1.1 <i>Indicator: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (Tier II, custodian agency: UNISDR)</i></p> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world. <i>Indicator: 15.3.1 Proportion of land that is degraded over total land area (Tier III, custodian agency: UNCCD)</i></p> <p>Mitigation: 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services. 7.1.1 Proportion of population with access to electricity (<i>Tier I, custodian agency: World Bank</i>) 7.1.2 Proportion of population with primary reliance on clean fuels and technology (<i>Tier I, custodian agency: WHO</i>)</p> <p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix. <i>Indicators: 7.2.1 Renewable energy share in the total final energy consumption (possible custodian agency: UNSD, IEA, IRENA, Tier I),</i></p> <p>7.3 By 2030, double the global rate of improvement in energy efficiency. 7.3.1 <i>Energy intensity measured in terms of primary energy and GDP (Tier I, custodian agencies: UNSD, IEA)</i></p> <p>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. <i>Indicator: 9.4.1 CO₂ emission per unit of value added (Tier I, custodian agency: UNIDO, IEA)</i></p> <p>14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels. <i>Indicator: 14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations (Tier III, custodian agency: IOC-UNESCO)</i></p> <p>REDD+: 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. <i>Indicator 15.1.1 Forest area as a proportion of total land area (Tier I, custodian agency: FAO)</i></p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. <i>15.2.1 Progress towards sustainable forest management (Tier III, custodian agency: FAO)</i></p>
Relevant United Nations Environment Assembly resolutions	<p>United Nations Environment Assembly Resolution 1/8 - Ecosystem-based adaptation United Nations Environment Assembly Resolution 2/6 - Supporting the Paris Agreement United Nations Environment Assembly Resolution 3/5 - Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals</p>

⁹ The Paris Agreement is the principal guiding document for the Climate Change subprogramme but as it does not provide agreed indicators a specific reference to the Paris Agreement cannot be made in this section. UN Environment Programme will continue to follow closely the deliberations on Articles 13 (transparency framework) and 14 (stock-taking) of the Paris Agreement and, as and when clear indicators are agreed upon, under the UNFCCC process, these can be brought into our results framework and reporting to member states.

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Targets</i>	<i>Relevant Global Sustainable Development Indicators</i>
(a) Countries increasingly advance their national adaptation plans which integrate ecosystem-based adaptation	(i) Increase in the number of countries supported by UN Environment Programme with institutional arrangements in place to coordinate national adaptation plans Unit of measure: Number of countries that have improved institutional arrangements in place	December 2017 (baseline): TBD December 2019 (expected): +10 (10) ¹⁰ Progress expected by December 2020: +5 (15) Progress expected by June 2021: +0 (15) Progress expected by December 2021: +5 (20) Data sources and analysis plan: National submissions to UNFCCC and project progress reports, which should provide evidence of the degree to which institutional capacity are put in place, measured through: national adaptation plans; adaptation communications submitted to the United Nations Framework Convention on Climate Change	SDG 13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other (Tier III, UNFCCC)
	(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 increase increased technical capacity to implement ecosystem-based adaptation ¹¹	December 2017 (baseline): TBD December 2019 (expected): +10 (10) Progress expected by December 2020: +10 (20) Progress expected by June 2021: +5 (25) Progress expected by December 2021: +5 (30) Data sources and analysis plan: National submissions to UNFCCC and project progress reports that provide evidence of the degree to which technical capacities have been strengthened, adaptation communications and national adaptation plans submitted to the Framework Convention on Climate Change	13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (Tier III, UNFCCC, OIS-UNESCO) 13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions (Tier III, UNFCCC, OIS-UNESCO)

¹⁰ Baselines will be adjusted based on progress achieved in the period 2018–2019.

¹¹ 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. 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.

	<p>(iii) Increase in the number of countries that are ready to access or that have accessed climate change adaptation finance to implement adaptation plans¹²</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>December 2017 (baseline):</p> <p>(a) TBD</p> <p>(b) TBD</p> <p>December 2019 (expected):</p> <p>(a) +6 (6)</p> <p>(b) +4 (4)</p> <p>Progress expected by December 2020:</p> <p>(a) +5 (11)</p> <p>(b) +5 (9)</p> <p>Progress expected by June 2021:</p> <p>(a) +5 (16)</p> <p>(b) +5 (14)</p> <p>Progress expected by December 2021:</p> <p>(a) +5 (21)</p> <p>(b) +5 (19)</p> <p>Data sources and analysis plan:</p> <p>Project approval letters received from donor countries, boards or councils of available climate change funds (e.g. Least Developed Countries Fund, Special Climate Change Fund, Adaptation Fund, Green Climate Fund)</p>	<p>13.a.1 Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the \$100 billion commitment (Tier III, UNFCCC, OECD)</p> <p>13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities (Tier III, OHRLLS, Regional Commissions, AOSIS, SIDA, Samoa Pathway)</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 UN Environment Programme that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies¹³</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 and/or cleaner technologies</p>	<p>December 2017 (baseline): TBD</p> <p>December 2019 (expected): +35 (35)</p> <p>Progress expected by December 2020: +5 (40)</p> <p>Progress expected by June 2021: +5 (45)</p> <p>Progress expected by December 2021: +10 (55)</p> <p>Data sources and analysis plan: Project progress reports, national communications and nationally determined contributions (NDCs) to the Framework Convention on Climate Change; Framework Convention on Climate Change synthesis reports on national communications and NDCs</p>	<p>SDG 13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other (Tier III, UNFCCC))</p>
	<p>(ii) Increase in climate finance</p>	<p>Progress expected by</p>	<p>13.a.1 Mobilized amount of</p>

¹² 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.

¹³ 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>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>December 2017 (baseline):</p> <p>(a) (\$TBD million)</p> <p>(b) (\$TBD billion)</p> <p>Progress expected by December 2019:</p> <p>(a) +\$100 million (100)</p> <p>(b) +\$100 billion (100)</p> <p>Progress expected by December 2020:</p> <p>(a) +\$50 million (150)</p> <p>(b) +\$50 billion (150)</p> <p>Progress expected by June 2021:</p> <p>(a) +\$0 million (150)</p> <p>(b) +\$0 billion (150)</p> <p>Progress expected by December 2021:</p> <p>(a) +\$50 million (200)</p> <p>(b) +\$50 billion (200)</p> <p>Data sources and analysis plan:</p> <p>Annual reports from institutions on measuring and disclosing the volume of decarbonized assets</p>	<p>United States dollars per year between 2020 and 2025 accountable towards the \$100 billion commitment (Tier III, UNFCCC, OECD)</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-plus¹⁴ policies and measures¹⁵</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>Progress expected by December 2017 (baseline): TBD</p> <p>Progress expected by December 2019: +20 (20)</p> <p>Progress expected by December 2020: +2 (22)</p> <p>Progress expected by June 2021: +2 (24)</p> <p>Progress expected by December 2021: +2 (26)</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</p>	<p>13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities (Tier III, OHRLLS, Regional Commissions, AOSIS, SIDA, Samoa Pathway)</p>

¹⁴ 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.

¹⁵ 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.

	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 proposal approvals reporting on bilateral funding agreements for REDD-plus	
(ii) Increase in the number of countries that demonstrate quantifiable ability to generate social and environmental (non-carbon) benefits from REDD+ implementation	December 2017 (baseline): TBD December 2019 (expected): +25 ¹⁶ Progress expected by December 2020: +2 (27) Progress expected by June 2021: +2 (29) Progress expected by December 2021: +2 (31)	SDG 13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other (Tier III, UNFCCC))
Unit of measure: Number of countries that have operationalized ability to measure social and environmental non-carbon benefits	Data sources and analysis plan: Project progress reports submitted to UN-REDD Programme secretariat, 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	

¹⁶ As of September 2018, we are un-likely to reach our target set out in the 2018-2019 Programme of Work, thus the 2019 expected achievement is lower than the 2019 Programme of Work target.

Strategy

59. Guided by United Nations Environment Assembly Resolution 2/6 on “Supporting the Paris Agreement” the overall objective of the climate change subprogramme is aligned with the Paris Agreement, as well as the 2030 Agenda for Sustainable Development and the Kigali Amendment of the Montreal Protocol. The subprogramme overall objective 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 UN Environment Programme aims to contribute on climate change is to reduce countries’ vulnerability to the adverse impacts of climate change and reduce emissions of greenhouse gases as to close the adaptation and emission gaps¹⁷. This impact can be realized through support to countries and stakeholder for immediate and long-term climate action.
60. In order to achieve this change, UN Environment Programme will address science, policy, technology and finance. In 2020–2021, UN Environment Programme will continue support to countries to: (a) build technical capacity, access adaptation finance and set up institutions to coordinate development and implementation of national adaptation plans that integrate ecosystem-based adaptation; (b) develop policies and standards to transform markets and promote investment in clean energy and efficient technology and system solutions; (c) implement policies that achieve quantifiable carbon, social and environmental land-use benefits. As cities are of particular importance in an era of accelerated urbanization, there will be a specific focus on low carbon urban development. Throughout its work, UN Environment Programme will implement gender-sensitive actions and promote South-South cooperation. Partnerships will be critical to the achievement of the desired impact. Targeted, strategic communication and advocacy will be used to improve the public perception of the urgency and effectiveness of climate change action, supporting the sub-programme in its delivery.
61. In the area of adaptation and resilience and guided by United Nations Environment Assembly Resolution 1/8 on Ecosystem-based adaptation, UN Environment Programme, together with its partners¹⁸ and partnerships¹⁹ will continue to provide support strengthening institutions and enhancing countries’ capacities to advance the national adaptation planning and implementation. Together with its partners, UN Environment Programme will promote implementation of national action plans and ecosystem-based adaptation. UN Environment Programme will continue to support vulnerable countries as mandated by United Nations Environment Assembly Resolution 1/8 on ecosystem-based adaptation of the United Nations Environment Assembly²⁰. UN Environment Programme 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 UN Environment Programme-led knowledge networks such as the Global Adaptation Network and its regional wings.
62. In the area of mitigation, and guided by United Nations Environment Assembly Resolutions 3/5²¹ and 3/8²², UN Environment Programme 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 United for Efficiency initiative and the Portfolio Decarbonization

¹⁷ Adaptation and Emission Gap Reports 2018 (links tbc)

¹⁸ 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)).

¹⁹ For example: The Global Centre of Excellence on Adaptation, the Adaptation Network, and the World Adaptation Science Programme

²⁰ UNEP/EA.1/10, annex I.

²¹ UNEA 3/5 Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals

²² UNEA 3/8 Preventing and reducing air pollution to improve air quality globally

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), UN Environment Programme will continue to promote the accelerated development and transfer of climate-friendly standards and technologies. The focus of these partnerships evolves with time and is informed by countries' priorities and needs.

63. UN Environment Programme will continue to engage with non-State actors, for example the Portfolio Decarbonization Coalition²³ will be expanded, with new member institutions committing to reduce the carbon footprint of their managed assets. UN Environment Programme 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 and informed by UN Environment Programme-led assessments, nationally determined contributions, and biennial progress reports, which will continue to be developed with UN Environment Programme support. UN Environment Programme will continue to support negotiators, upon request by countries.
64. UN Environment Programme and partners (FAO and UNDP) in the UN-REDD Programme will continue to help countries respond to the Warsaw Framework for REDD-plus²⁴ 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. UN Environment Programme will further strengthen its work with the private sector to support the development of innovative financing options. UN Environment Programme will facilitate knowledge-sharing mechanisms and communication and outreach across sectors. Finally, UN Environment Programme will support the realization and monitoring of non-carbon benefits from REDD-plus and other natural solutions for climate change mitigation.
65. In support of these three Expected Accomplishments, UN Environment Programme supports countries to establish transparency measures such national planning documentation, national communications and greenhouse gas inventories. We also provide technical assistance to countries on updating their regulatory frameworks in support of decarbonization. This support is mainly financed through the Global Environment Facility and various climate funds under their respective funding windows for enabling conditions.

²³ <http://unepfi.org/pdc/about/>.

²⁴ 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 and risks

66. The climate change subprogramme is expected to achieve its Expected Accomplishments provided that Member States implement their nationally determined commitments to the United Nations Framework Convention on Climate Change and seek UN Environment Programme support in so doing. Risks that could hamper the attainment of the targets include the availability of resources to support countries to transition to low-emission economic development pathways, 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 UN Environment Programme's 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	Ecosystems	Science, Regional Offices
2. Technical support provided to countries to implement ecosystem-based adaptation and integrate them into national development plans	Ecosystems	Regional Offices
3. Support provided to countries to access adaptation finance and strengthen readiness for deploying adaptation finance	Ecosystems	Economy, Regional offices
4. Technical support provided to countries to address Framework Convention on Climate Change commitments, implementation, negotiations and reporting	Ecosystems	Law, Regional offices
5. Outreach and communication for adaptation	Communication	Regional Offices
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	Economy	Regional Offices
2. Scientific knowledge generated on emerging issues relevant to low-emission development decision-making and policy (e.g., <i>Emissions Gap Report</i>)	Science	Regional Offices
3. Technical support provided to countries to develop tools, plans and policies for low-emission development	Economy	Regional Offices
4. Technical support provided to countries to implement and scale up renewable energy and energy efficiency projects	Economy	Regional Offices
5. Readiness of countries and institutions to access or mobilize climate finance strengthened through support to make projects bankable and replicable	Economy	Ecosystems, Regional Offices
6. Technical support provided to countries to address Framework Convention on Climate Change commitments, monitoring, reporting requirements and mainstreaming results into national development planning	Economy	Regional Offices
7. Technical support provided to countries through the Climate Technology Centre and Network established under the Framework Convention on Climate Change	Economy	Ecosystems, Regional Offices
8. Partnerships and multi-stakeholder networks facilitate knowledge exchange and South-South cooperation	Economy	Regional Offices

9. Outreach and communication for mitigation	Communications	Regional Offices
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	Ecosystems	Regional Offices
2. Strategic support for transformative land management approach	Ecosystems	Regional Offices
3. Outreach and communication on the benefits of reducing emissions from deforestation and forest degradation	Communications	Regional Offices

Table 6 (a)
Financial resource requirement by funding category: climate change

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	15,000	(500)	14,500
Non-post	17,300	(8,800)	8,500
Subtotal A	32,300	(9,300)	23,000
B. Trust and earmarked funds			
Post	112,600	(85,100)	27,500
Non-post	-	117,300	117,300
Subtotal B	112,600	32,200	144,800
C. Global trust funds			
Post	29,500	(17,700)	11,800
Non-post	-	71,700	71,700
Subtotal C	29,500	54,000	83,500
D. Programme support costs			
Post	3,200	-	3,200
Non-post	-	4,000	4,000
Subtotal D	3,200	4,000	7,200
E. Regular Budget			
Post	3,447	-	3,447
Non-post	275	-	275
Subtotal E	3,722	-	3,722
Total (A+B+C+D+E)	181,322	80,900	262,222

Table 6 (b)
Human resource requirement by funding category: climate change

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	53	6	59
B. Trust and earmarked funds	54	41	95
C. Global trust funds	10	37	47
D. Programme support costs	7	9	16
E. Regular budget	10	-	10
Total (A + B + C + D + E)	134	93	227

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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 crises²⁵

Relevant impact level
Sustainable Development
Goal indicators

Target 1.5.: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters *Indicator: 1.5.3 Number of countries with national and local disaster risk reduction strategies*

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 *Indicators: 11.b.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, 11.b.2 Number of countries with national and local disaster risk reduction strategies*

United Nations Environment
Assembly resolutions
delivered through the sub-
programme's work
Expected accomplishments of
the Secretariat

United Nations Environment Assembly Resolution 2/15 – Protection of the Environment in Areas Affected by Armed Conflict
United Nations Environment Assembly Resolution 3/6 - Pollution prevention and control in areas affected by terrorist operations and armed conflicts

Indicators of achievement

Targets

Relevant Global
Sustainable Development
Indicators

(a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks²⁶

(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 DRR strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030²⁷

December 2017 (baseline): 7
December 2019 (expected): +9
Progress expected at June 2020 (target): +1
Progress expected at December 2020 (target): +1
Progress expected at June 2021 (target): +1
December 2021 (target): +1
Data sources and analysis plan:
Member State reporting on the Sendai framework²⁸

1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 (also 13.1.2)

²⁵ UN Environment Programme's work in this area encompasses disasters (whether natural or man-made) and armed conflicts that have severe environmental consequences.

²⁶ **Related to SDG 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 2015-2030, holistic disaster risk management at all levels. **SDG 13, Target 13.1:** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. **SDG 16, Target 16.1:** Significantly reduce all forms of violence and related death rates everywhere.

²⁷ This subprogramme aligns with the delivery of the Sendai Framework for Disaster Risk Reduction (SFDRR). The SFDRR, which was agreed in March 2015, sets out seven draft targets, one of which (target E) is "Substantially increase the number of countries with national and local DRR strategies by 2020". UN Environment Programme has adopted Sendai indicator (E1: *Number of countries that adopt and implement national DRR strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030*) in order to ensure alignment between UN Environment Programme's programme and the Sendai framework. This indicator is based on the knowledge that UNISDR is to adopt criteria for what counts as a "good" DRR strategy and UN Environment Programme will work with UNISDR to ensure the 'environment' is one of the criterion adopted. In this way, UN Environment Programme ensures that the environment becomes institutionalized into the process of DRR strategies. At the time of writing information for the indicator was not yet being gathered and so it is not yet possible to put a baseline on the number of countries that have adopted such strategies. Clearly, UN Environment Programme is not the sole organization working

	<p>(ii) Increase in the number of international partners' policies on risk reduction that integrate best practices in sustainable natural resource management advocated by UN Environment Programme²⁹</p> <p>Unit of measure: Number of policies that are significant to the overall strategy and direction of the organization that integrate environmental approaches to risk reduction</p>	<p>December 2017 (baseline): 33 since 2010 December 2019 (expected): 37 Progress expected at June 2020: +1 Progress expected at December 2020: +1 Progress expected at June 2021: +1 December 2021: +1</p> <p>Data sources and analysis plan: (a) International partner reports and surveys (b) References to UN Environment Programme in policies</p>	<p>6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p> <p><i>6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation</i></p>
<p>(b) Emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery</p>	<p>(i) Percentage of country requests for emergency response met by UN Environment Programme</p> <p>Unit of measure: Percentage of formal requests for UN Environment Programme's assistance in the case of a disaster or conflict received from the government or UN Humanitarian coordinator, where a UN Environment Programme team has been deployed, either singly or as part of a joint team</p>	<p>December 2017 (baseline): 94.44% (of requests received 2016-2017) December 2019 (expected): 90% (of requests received cumulatively) Progress expected at June 2020: +0% (at least 90%) Progress expected at December 2020: +0% (at least 90%) Progress expected at June 2021: +0% (at least 90%) December 2021: +0% (at least 90%)</p> <p>Data sources and analysis plan: (a) List of formal requests received by Joint Environment Unit (UN Environment Programme-Office for the Coordination of Humanitarian Affairs) or the Crisis Management Branch of UN Environment Programme (b) Assessment, mission and donor reports</p>	<p>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 situation</p> <p><i>11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (also 13.1.1)</i></p> <p><i>11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters</i></p>

in this domain and we recognize the attribution problem implicit in this indicator. Nevertheless, UN Environment Programme believes this is an appropriate outcome level indicator that demonstrates the extent to which environmental risks are being addressed in national-level planning frameworks.

²⁸ This target is one of the seven global targets of the Sendai Framework and is point 3 of the 4 priorities for action – Investing in disaster risk reduction for resilience: <https://www.unisdr.org/we/coordinate/sendai-framework>. The monitoring network can be found here: <https://sendaimonitor.unisdr.org>

²⁹ “International partners” in this context refers to international organizations working on humanitarian response and provision, or peacekeeping and peace building activities (such as the UN High Commission 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 Organisations) and the transition to longer-term development (including the UN Development Programme, financial institutions such as the World Bank and regional development banks, regional political and development organizations, and so on).

(ii) Percentage of post-crisis recovery plans by governments or international partners ³⁰ that integrate UN Environment Programme's assessment recommendations ³¹	December 2017 (baseline): 85% December 2019 (expected): +0% (85%) Progress expected at June 2020: +0% (85%) Progress expected at December 2020: +0% (85%) Progress expected at June 2021: +0% (85%) December 2021: +0% (at least 85%)
Unit of measure: Percentage of post-crisis recovery plans integrating UN Environment Programme's recommendations after six months as a rolling percentage of the total number of assessments done over the preceding five years	Data sources and analysis plan: Analysis of post-crisis recovery plans and reports from donor conferences compared with recommendations in the original assessments

³⁰ "International partners" in this context refers to international organizations working on humanitarian response and provision, or peacekeeping and peace building activities (such as the UN High Commission 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 UN Development Programme, financial institutions such as the World Bank and regional development banks, regional political and development organizations).

³¹ 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 report).

(c) Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development³²

(i) Countries emerging from crisis progress along the Country Capacity Framework (CCF) with UN Environment Programme support

Unit of measure:
Percentage of countries in which UN Environment Programme has a long-term presence moves the required number of steps along the Country Capacity Framework (CCF) (see footnote for explanation³³) from a baseline that is reset at the beginning of the MTS 2018-2021 period

December 2017 (baseline):

87% of countries had progressed two cumulative steps along the CCF since December 201X

December 2019 (expected):

+13% (A total of 100% of countries progress two cumulative steps along the CCF since December 2013)

Progress expected at December

2020: A total of 50% of

countries progress one cumulative step along the CCF (since December 2017)

Progress expected at December

2021: A total of 50% of

countries progress two cumulative steps along the CCF (over the course of the biennium)

Data sources and analysis

plan:

Annual surveys completed by country project team³⁴

³² **Related to SDG 16, Target 16.6:** Develop effective, accountable and transparent institutions at all levels; **SDG 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 **SDG 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.

³³ The CCF 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).

³⁴ Note that the process of gathering the data for the CCF is very time intensive and so will be done only on an annual basis.

Strategy

67. 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 conflicts³⁵. Looking ahead to 2030, the ultimate impact of UN Environment Programme's work is to harness best practice environmental management in ways that significantly reduce threats to health and livelihoods stemming from natural disasters, industrial accidents or armed conflicts.
68. The 2020-2021 Programme of Work will focus on integrating best practice environmental approaches into the key risk reduction, response and recovery policies and frameworks of countries and the international community, at the request of affected Member States³⁶. It will pay particular attention to addressing the causes and consequences of environmental security, through work to understand and identify emerging environmental threats to security, and to support partners in the UN system who are working to address those threats at both the political and programmatic level.
69. Effective global and national partnerships, both within and outside the UN system, are key to ensuring that UN Environment Programme's efforts result in meaningful change as well as the uptake and sustainability of results beyond UN Environment Programme's own actions.
70. During 2020-2021, UN Environment Programme will work to achieve impact in three ways. First, UN Environment Programme will endeavor to ensure that the international community and vulnerable countries use best practice environmental management approaches to prevent and reduce the impacts of crises including natural disasters, industrial accidents and armed conflicts³⁷. UN Environment Programme is already working with many of the key actors in this domain through the Partnership for Ecosystems for Adaptation and Disaster Risk Reduction (PEDRR), a global alliance of UN agencies, NGOs and specialist institutes. Other partners in this domain include the African Union, UN's International Strategy for Disaster Reduction (UNISDR), the Department for Political Affairs (DPA), the World Bank and the United Nations Development Programme (UNDP). Private sector partners will be particularly important for UN Environment Programme's work to reduce the risks and impacts of industrial accidents.
71. Second, UN Environment Programme 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 (OCHA), with which UN Environment Programme has a longstanding Joint Environment Unit (JEU). Working through the JEU, UN Environment Programme can reach the wider humanitarian community. These partnerships will be critical to extending UN Environment Programme's capacity and scaling up results, notably by mainstreaming environmental best practices into other organizations' policy and planning processes.
72. Third, UN Environment Programme will support countries that have experienced a crisis reinstate key environmental policies in order to encourage their more sustainable and effective recovery. Key partners here are governments, national actors and UN Country Teams in crisis-affected countries, including UNDP, DPA, the Department for Peacekeeping Operations (DPKO), International Organization for Migration and the UN High Commissioner for Refugees (UNHCR).
73. UN Environment Programme's work will be supported by communication to insert the environment in the narrative around typically humanitarian issues. Communication will position the organization's work to provide a positive message around how good environmental stewardship can help deliver the Sustainable Development Goals, and reinforcing UN Environment Programme's voice in everyday discussions about resilience to disasters and conflicts.
74. Delivery will increasingly take place through UN Environment Programme's regional offices, with dedicated coordination officers to draw on the expertise of UN Environment Programme's Divisions and

³⁵ UN Environment Programme's work in this area encompasses disasters (whether natural or man-made) and armed conflicts that have severe environmental consequences.

³⁶ Consistent with, inter alia, General Assembly resolution 46/182 (1991) on strengthening of the coordination of humanitarian emergency assistance of the United Nations.

³⁷ As mentioned in General Assembly resolutions 47/37 and 53/242.

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 (AU), the Economic and Social Commission for Asia Pacific (ESCAP), the United Nations Economic Commission for Europe (UNECE), the Organization for Security and Co-operation in Europe (OSCE), the Caribbean Disaster Emergency Management Agency (CDEMA) and the Gulf Cooperation Council (GCC). Globally, UN Environment Programme 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.

75. Meanwhile, the subprogramme will leverage synergies across other UN Environment Programme subprogrammes, particularly environmental governance; healthy and productive ecosystems; chemicals, waste and air quality; and climate change. The subprogramme aligns closely to the goals of the Sendai Framework on 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 policy-making 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 and risks

76. 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 upscale successful pilot approaches from local to regional levels in order to have a systemic impact. Risks to 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

Programme of work output	Division/Office accountable	Contributing Division(s) and Regional Offices (ROs)
1. Risk assessments, policy support and training delivered to international and UN partners, to catalyze environmental cooperation and practical action to address environmental factors contributing to risks from disasters and conflicts	Policy and Programme	Science, Economy, Communications, Regional Offices
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	Economy	Law, Policy and Programme, Ecosystems, Regional Offices
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	Communications	Policy and Programme, Ecosystems, Regional Offices

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 catalyze action by affected countries and/or international partners	Policy and Programme	Law, Policy and Programme, Ecosystems, Regional Offices
2. Technical assistance provided to humanitarian and military actors to reduce their environmental footprint	Policy and Programme	Law, Policy and Programme, Ecosystems, Regional Offices

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

1. Policy support and technical assistance provided to post-crisis countries to increase the environmental sustainability of recovery and peacebuilding programmes	Policy and Programme	Law, Policy and Programme, Ecosystems, Economy, Communications, Regional Offices
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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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	10,000	(1,800)	8,200
Non-post	11,500	(4,900)	6,600
Subtotal A	21,500	(6,700)	14,800
B. Trust and earmarked funds			
Post	24,600	(17,900)	6,700
Non-post		13,500	13,500
Subtotal B	24,600	(4,400)	20,200
C. Global trust funds			
Post	-	-	-
Non-post	-	-	-
Subtotal C	-	-	-
D. Programme support costs			
Post	2,400	(1,800)	600
Non-post		400	400
Subtotal D	2,400	(1,400)	1,000
E. Regular Budget			
Post	2,453	-	2,453
Non-post	166	-	166
Subtotal E	2,619	-	2,619
Total (A+B+C+D+E)	51,119	(12,500)	38,619

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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund	36	(12)	24
B. Trust and earmarked funds	19	1	20
C. Global trust funds	0	0	0
D. Programme support costs	6	(4)	2
E. Regular budget	8	0	8
Total (A + B + C + D + E)	69	(15)	54

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, long-term ecosystems functioning and the supply of ecosystem goods and services.

Relevant impact level
Sustainable Development
Goal Indicators

Target 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality. **Indicator: 2.4.1** *Proportion of agricultural area under productive and sustainable agriculture. (Tier III, FAO, UN Environment Programme);*

Target 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes. **Indicator: 6.6.1** *Change in the extent of water-related ecosystems over time. (Tier II, UN Environment Programme, Ramsar);*

Target 14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution. **Indicator: 14.1.1** *Index of coastal eutrophication and floating plastic debris density. (Tier III, UN Environment Programme, IOC-UNESCO, IMO, FAO);*

Target 14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans. **Indicator: 14.2.1** *Proportion of national exclusive economic zones managed using ecosystem-based approaches. (Tier III, UN Environment Programme, IOC-UNESCO);*

Target 14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels. **Indicator: 14.3.1** *Average marine acidity (pH) measured at agreed suite of representative sampling stations. (Tier III, IOC-UNESCO, UN Environment Programme);*

Target 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. **Indicators: 15.1.1** *Forest area as a proportion of total land area (Tier I, FAO, UN Environment Programme)* **15.1.2** *Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. (Tier I, UN Environment-WCMC, UN Environment Programme, Ramsar);*

Target 15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation- neutral world. **Indicator: 15.3.1** *Proportion of land that is degraded over total land area. (Tier II, UNCCD, FAO, UN Environment Programme);*

Target 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. **Indicator: 15.5.1** *Red List Index. (Tier I, IUCN, UN Environment Programme, CITES);*

Target 15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts **Indicator: 15.9.1** *Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020. (Tier III, CBD Secretariat, UN Environment Programme).*

United Nations Environment
Assembly resolutions
delivered through the sub-
programme's work

United Nations Environment Assembly Resolution 1/3 - Illegal trade in wildlife
United Nations Environment Assembly Resolution 1/9 - Global Environment Monitoring System/Water Programme (GEMS/Water)
United Nations Environment Assembly Resolution 2/3 - Investing in human capacity for sustainable development through environmental education and training
United Nations Environment Assembly Resolution 2/4 - Role, functions and modalities for UN Environment Programme implementation of the SAMOA Pathway as a means of facilitating

achievement of the Sustainable Development Goals
 United Nations Environment Assembly Resolution 2/10 – Oceans and Seas
 United Nations Environment Assembly Resolution 2/12 - Sustainable coral reefs management
 United Nations Environment Assembly Resolution 2/13 Sustainable management of natural capital for sustainable development and poverty eradication
 United Nations Environment Assembly Resolution 2/14 - Illegal trade in wildlife and wildlife products
 United Nations Environment Assembly Resolution 2/24 - Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Targets</i>	<i>Relevant Global Sustainable Development Goal Indicators</i>
(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks ³⁸ 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 ³⁹ Unit of measure: Number of countries and transboundary collaboration frameworks ⁴⁰	December 2017 (baseline): 6 December 2019 (expected): +22 (28) Progress expected by December 2020: +21 (49) June 2021: +11 (60) December 2021: +13 (73) Data sources and analysis plan: Reports or websites of ministries of environment or regional seas or basin organizations or other transboundary institutions	2.4.1 Proportion of agricultural area under productive and sustainable agriculture. <i>Tier III, FAO, UN Environment Programme</i> 2.5.1 Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities. <i>Tier I, FAO, UN Environment Programme</i> 2.5.2 Proportion of local breeds classified as being at risk, not at risk or at unknown level of risk of extinction. <i>Tier I, FAO, UN Environment Programme</i> 6.5.1 Degree of integrated water resources management (IWRM) implementation. <i>Tier I, UN Environment Programme, UN Water, IUCN, Ramsar</i> 6.6.1 Change in the extent of water-related ecosystems over time. <i>Tier II, UN Environment Programme, Ramsar, UN Water, IUCN</i> 14.1.1 Index of coastal eutrophication (ICEP) and

³⁸ 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.

³⁹ 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. UN Environment 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.

⁴⁰ Progress at transboundary level will be calculated as one unit of progress.

floating plastic debris density. *Tier III, UN Environment Programme, IOC-UNESCO, IMO, FAO*

14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations. *Tier III, IOC-UNESCO, UN Environment Programme*

14.5.1 Coverage of protected areas in relation to marine areas. *Tier I, UN Environment -WCMC, UN Environment Programme, Ramsar*

15.1.1 Forest area as a proportion of total land area. *Tier I, FAO, UN Environment Programme*

15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. *Tier I, UN Environment-WCMC, UN Environment Programme, Ramsar*

15.2.1 Progress towards sustainable forest management. *Tier I, FAO, UN Environment Programme, UNFCCC*

15.3.1 Proportion of land that is degraded over total land area. *Tier I, UNCCD, FAO, UN Environment Programme*

15.4.1 Coverage by protected areas of important sites for mountain biodiversity, *Tier I, UN Environment-WCMC, UN Environment Programme*

15.5.1 Red List Index. *Tier I, IUCN, UN Environment Programme, CITES*

15.7.1 Proportion of traded wildlife that was poached or illicitly trafficked. *Tier II, UNODC, CITES, UN*

Environment Programme

(ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services⁴¹

Unit of measure:

Number of countries and transboundary collaboration frameworks

December 2017 (baseline): 16

December 2019 (expected): +33 (49)

Progress expected by December 2020: +8 (57)

June 2021: +8 (65)

December 2021: +9 (74)

Data sources and analysis**plan:**

Reports, organizational websites, national statistical departments surveys

15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species. *Tier I, IUCN, UN Environment Programme*

11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship). *Tier III, UNESCO-UIS, IUCN*

15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020. *Tier III, CBD Secretariat, UN Environment Programme*.

17.19.1 Dollar value of all resources made available to strengthen statistical capacity in developing countries. *Tier III, UNSD, UNFPA, DESA Population Division, other involved agencies in the inter-agency group on CRVS*

⁴¹ 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. UN Environment 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.

(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 management⁴²

Unit of measure:

Number of countries and transboundary collaboration frameworks

December 2017 (baseline): 0
December 2019 (expected): +15 (15)
Progress expected by
December 2020: +17 (32)
June 2021: +2 (34)
December 2021: +1 (35)

Data sources and analysis

plan:

Project progress reports, stakeholder documentation, Regional Seas Convention and Action Plans, ministries' and governments' reports/publications; National strategies, plans or programmes for the conservation and sustainable use of biodiversity that more effectively address cross-sectoral issues.

6.5.1 Degree of integrated water resources management (IWRM) implementation. *Tier I, UN Environment Programme, UN Water, IUCN, Ramsar*

6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation. *Tier II, UNESCO-IHP, UNECE*

14.2.1 Proportion of national exclusive economic zones managed using ecosystem-based approaches. *Tier III, UN Environment Programme, IOC-UNESCO*

14.6.1 Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing. *Tier II, FAO*

14.c.1 Number of countries making progress in ratifying, accepting and implementing through legal, policy and institutional frameworks, ocean-related instruments that implement international law, as reflected in the United Nations Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources. *Tier III, UN-DOALOS, FAO, UN Environment Programme, ILO,*

⁴² 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. UN Environment 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.

other UN-Oceans agencies

(iv) Increase in the number of education institutions that integrate the ecosystem approach in education frameworks

Unit of measure:
Number of educational institutions

December 2017 (baseline): 2
December 2019 (expected): +18 (20)
Progress expected by December 2020: +7 (27)
June 2021: +8 (35)
December 2021: +9 (44)
Data sources and analysis plan:
Reports from partner education institutions

15.6.1 Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits. *Tier I, FAO, UN Environment Programme*

4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment, *Tier III.*

12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment. *Tier III, UNESCO-UIS, UN Environment Programme*

13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula. *Tier III, UNFCCC, UNESCO-UIS, UN Environment Programme, WHO, WMO, FAO*

12.7.1 Number of countries implementing sustainable public procurement policies and action plans. *Tier III, UN Environment*

(b) Policymakers in the public and private sectors test and consider the inclusion of the health and productivity of ecosystems in economic decision-making

(i) Increase in number of public sector institutions that test and consider the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making⁴³
Unit of measure:

December 2017 (baseline): 0
December 2019 (expected): +14 (14)
Progress expected by December 2020: +5 (19)
June 2021: +5 (24)
December 2021: +5 (29)
Data sources and analysis

⁴³ 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.

Number of public sector institutions	plan: Project progress reports, public environmental expenditure reviews, criteria in budget calls, budget marking systems and other country documentation	<i>Programme</i> 15.a.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems. <i>Tier I/III</i> <i>OECD, UN Environment Programme, World Bank</i> 17.5.1 Number of countries that adopt and implement investment promotion regimes for least developed countries. <i>Tier III, UNCTAD</i>
(ii) Increase in the number of private sector entities that <i>test and consider inclusion</i> in adjust their business models <i>mechanisms</i> to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems ⁴⁴ Unit of measure: Number of private sector entities	December 2017 (baseline): 6 December 2019 (expected): +50 (56) Progress expected by December 2020: +20 (76) June 2021: +20 (96) December 2021: +10 (106) Data sources and analysis plan: Project progress reports, training and workshop documentation, corporate reporting	

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. UN Environment 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.

⁴⁴ 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. UN Environment 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.

Strategy

77. The overall objective of the healthy and productive ecosystems sub-programme 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.
78. The ultimate impact that the UN Environment Programme aims to contribute in the healthy and productive ecosystems sub-programme by 2030 is healthier marine and terrestrial ecosystems which provide benefits – such as clean water, clear air, secure food production systems, natural beauty and cultural affiliation – that support the well-being of men, women and children and all other living organisms. To realize this impact, the UN Environment Programme 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. Targeted communication and outreach will support delivery of the sub-programme’s impact and fosters a favorable awareness of integrated ecosystem management in priority countries to assist implementation of technical interventions.
79. The sub-programme will drive change both over the short term and the long term. In the short term, the sub-programme 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 sub-programme will continue to work with sectoral partners to put in place cross-sector ecosystem management frameworks. It will also support agreements and use science-based and traditional 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.
80. In order to foster long-term change and move considerations for healthy and productive ecosystems from the periphery to the center of the economy, the sub-programme 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. UN Environment Programme 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).
81. The sub-programme will also support the engagement of UN Environment Programme in the development of the post-2020 global biodiversity framework and preparations for its subsequent implementation and will promote and facilitate the synergies between the actors responsible for the implementation of the framework
82. The UN Environment Programme recognizes that faith-based organizations play a leading role for supporting sectoral advocacy and support for integrated ecosystem management. The sub-programme will build partnerships and engage in initiatives with these organizations while ensuring that appropriate guidance and technical support is provided to establish cross-sectoral institutional frameworks and agreements for ecosystem management.
83. A dedicated attention will be given to addressing the environmental change happening in the Arctic and Antarctic regions, where it has a significant impact on the marine and land ecosystems. The interconnectedness of changes in the Arctic and global environmental trends and pressures (such as climate change, air and water pollution, trade, tourism and economic development, fisheries, alien invasive species) requires aligning solutions at global level with those considered and pursued in the Arctic region through its governance structures. With the changing environment in the Antarctic the pressures will be growing in relation to precious ecosystems and features of this pristine continent, exposed to increasing pressures of human presence, research and exploration. In the era of globalization,

the public understanding of global implications of changing Arctic and Antarctic is part of defining appropriate solutions for the already tangible impacts.

84. To deliver this sub-programme, UN Environment Programme will build and strengthen partnerships for integrated ecosystem management especially by further engaging with academia, the finance sector and ministries of planning and finance as well as local governments and farmer organisations. Collaboration with multilateral environmental agreements,⁴⁵ 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 Food and Agriculture Organisation of United Nations, the United Nations Department of Economic and Social Affairs and multilateral organizations working on oceans.
85. The successful delivery of the sub-programme will require close collaboration with the other UN Environment Programme sub-programmes. Working with the environmental governance and environment under review sub-programmes, UN Environment Programme will help to provide the required enabling conditions. The sub-programme will work alongside the resource efficiency; chemicals, waste and air quality; climate change and resilience to disasters and conflicts sub-programmes to decrease some of the key pressures on ecosystems and build the resilience and mitigation capacity of ecosystems.

⁴⁵ Such as the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals, the Ramsar Convention on Wetlands 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 and risks

86. A key risk for the successful delivery of the sub-programme lies in the willingness of various sectors and their respective advocacy groups to work with UN Environment Programme. UN Environment Programme can mitigate this risk through advocacy and building partnerships with sectors outside of 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. Achieving the subprogramme objectives will also require adequate resources mobilization.

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	Science	Ecosystems, Communication, Law, Regional Offices
2. Technical assistance and partnerships on effective conservation measures and monitoring thereof (ecosystem management, ecological representativeness and connectivity)	Ecosystems	Science, Communication, Economics, Regional Offices
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	Ecosystems	Economics, Science, Communication, Regional Offices
4. Support to countries and/or transboundary frameworks to conduct valuation and accounting of ecosystem services	Economics	Ecosystems, Science, Communication, Economics, Regional Offices
5. Advocacy and support to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services	Economics	Ecosystems Science, Communication, Economics, Regional Offices
6. Development and dissemination of tools and methodologies for integrated ecosystem management	Ecosystems	Law, Economics, Communication, Regional Offices
7. Support to cross-sectoral institutional frameworks and agreements for ecosystem management	Ecosystems	Law, Economics, Communication, Regional Offices
8. Technical assistance and partnerships to establish national resource sustainability assessments of key ecosystem goods and services	Ecosystems	Law, Economics, Communication, Regional Offices
9. Technical assistance and partnerships to include the ecosystem approach in education frameworks (e.g., in sectoral curricula and continuing education courses)	Ecosystems	Communication, Economics, Law, Science, Regional Offices
10. Technical support to universities to provide continuing education on the ecosystems approach	Ecosystems	Communication, Economics, Law, Science, Regional Offices
11. Development and promotion of innovative tools and technologies for the inclusion of the ecosystem approach in education frameworks	Ecosystems	Communication, Economics, Law, Science, Regional Offices

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	Ecosystems	Law, Communication, Science, Regional Offices
2. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in economic decision-making	Economics	Law, Communication, Science, Regional Offices
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	Economics	Ecosystems, Law, Communication, Science, Regional Offices
4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making	Economics	Ecosystems, Communication, Science, Law Regional Offices
5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making	Economics	Ecosystems, Communication, Science, Law Regional Offices
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	Economics	Ecosystems, Communication, Science, Law Regional Offices

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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	19,400	(2,100)	17,300
Non-post	22,400	(10,900)	11,500
Subtotal A	41,800	(13,000)	28,800
B. Trust and earmarked funds			
Post	39,600	(25,500)	14,100
Non-post		28,300	28,300
Subtotal B	39,600	2,800	42,400
C. Global trust funds			
Post	80,500	(66,400)	14,100
Non-post		98,400	98,400
Subtotal C	80,500	32,000	112,500
D. Programme support costs			
Post	3,400	(1,600)	1,800
Non-post		300	300
Subtotal D	3,400	(1,300)	2,100
E. Regular Budget			
Post	4,119	-	4,119
Non-post	278	-	278
Subtotal E	4,397	-	4,397
Total (A+B+C+D+E)	169,697	20,500	190,197

Table 8 (b)
Human resource requirement by funding category: healthy and productive ecosystems

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	69	(4)	65
B. Trust and earmarked funds	13	35	48
C. Global trust funds	34	25	59
D. Programme support costs	6	3	9
E. Regular budget	14	(1)	13
Total (A + B + C + D + E)	136	58	194

Note: Figures may vary slightly due to rounding off.

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

Relevant impact level **Target 1.b** Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions; **1.b.1** *Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups (tier III)*

Sustainable Development Goal indicators⁴⁶

Target 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements;
16.10.1 *Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months (custodian agency: OHCHR; partner agencies: ILO, UNESCO; Tier III)*

Target 16.b Promote and enforce non-discriminatory laws and policies for sustainable development; **16.b.1** *Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law (custodian agency: OHCHR - Tier III)*

Target 17.14 Enhance policy coherence for sustainable development; **17.14.1** *Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency: UN Environment Programme– Tier III)*

United Nations Environment Assembly resolutions delivered through the sub-programme's work

United Nations Environment Assembly Resolution 1/11. Coordination across the United Nations system in the field of the environment, including the Environment Management Group; United Nations Environment Assembly Resolution 1/12. Relationship between the United Nations Environment Programme and multilateral environmental agreements; United Nations Environment Assembly Resolution 1/13. Implementation of Principle 10 of the Rio Declaration on Environment and Development. United Nations Environment Assembly Resolution 2/2 Role and functions of the regional forums of ministers of the environment and environment authorities; United Nations Environment Assembly Resolution 2/5 Delivering on the 2030 Agenda for Sustainable Development; United Nations Environment Assembly Resolution 2/16 Mainstreaming of biodiversity for well-being; United Nations Environment Assembly Resolution 2/17 Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity- related conventions; United Nations Environment Assembly Resolution 2/18 Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariat; United Nations Environment Assembly Resolution 2/19 Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV); United Nations Environment Assembly Resolution 2/25 Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region United Nations Environment Assembly Resolution 3/2 Pollution mitigation by mainstreaming biodiversity into key sectors; United Nations Environment Assembly Resolution 3/3 Contributions of the United Nations Environment Assembly to the High-Level Political Forum on Sustainable Development; United Nations Environment Assembly Resolution 3/11. Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”.

⁴⁶ The subprogramme, through its cross-cutting and enabling nature, also contributes to progress on impact indicators primarily addressed by other subprogrammes, in particular indicators 3.9.1, 13.b.1, 14.1.1, 15.c.1, 15.7.1 and 15. a.1.

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Targets⁴⁷</i>	<i>Relevant Global Sustainable Development Indicators</i>
(a) The international community increasingly converges on common and integrated approaches to achieve environmental objectives and implement the 2030 Agenda for Sustainable Development	(i) Uptake by United Nations entities, international organizations and fora of environmental policy issues or approaches emerging from UN Environment Programme policy advice Unit of measure: (a) Number of official policy documents, strategies, initiatives or plans of United Nations entities, international organizations or emerging from intergovernmental fora at the global level that integrate policy issues or approaches emerging from UN Environment Programme policy advice	December 2017 (baseline): 0 December 2019 (expected): +4 (4) Progress expected by December 2020: +3(7) Progress expected by June 2021: +1 (8) December 2021: +2 (10) Data sources and analysis plan: Review of official documents and outcome documents of United Nations entities and their interagency mechanisms, international organizations and fora	17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency UN Environment Programme, Tier III) 17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals (custodian agencies: OECD, UNDP; partner agency: UN Environment Programme; Tier II)
	b) Number of official policy documents, strategies, initiatives or plans of United Nations entities, international organizations or emerging from fora sessions at the regional level that integrate policy issues or approaches emerging from UN Environment Programme policy advice	December 2017 (baseline): 0 December 2019 (expected): +8 (8) Progress expected by December 2020: +4 (12) Progress expected by June 2021: +2 (14) December 2021: +2 (16) Data sources and analysis plan: Review of official documents and outcome documents of United Nations entities and their interagency mechanisms, international organizations and fora	17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency UN Environment Programme, Tier III) 17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals (custodian agencies: OECD, UNDP; partner agency: UN Environment Programme; Tier II)
	ii) Increase in the uptake of approaches for the coherent implementation of multilateral environmental agreements or other multilateral institutional mechanisms as a result of UN Environment Programme support Unit of measure: Number of entities at the national, regional or global levels that have integrated approaches for enhanced coordination, cooperation and synergies in the	December 2017 (baseline): 0 December 2019 (expected): +16(16) Progress expected by December 2020: +8 (24) Progress expected by June 2021: +4 (28) December 2021: +4 (32) Data sources and analysis plan: Review of documents produced in relation to the implementation of multilateral environmental agreements, including: national reports; national and regional policies,	17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency UN Environment Programme, Tier III)

⁴⁷ Some of the December 2017 baselines below are indicated as zero because the closest previous programme of work indicator tracked issues instead of entities and is not comparable. Therefore, progress in the previous indicators cannot be carried forward.

	<p>implementation of multilateral environmental agreements or other multilateral institutional mechanisms in their policy documents, strategies, action plans, or institutional frameworks</p> <p>(iii) Increase in concerted policy action taken by countries on environmental issues of international concern⁴⁸</p> <p>Unit of measure: Number of environmental issues of international concern addressed by Governments through concerted policy action, including international legal agreements, as a result of UN Environment Programme supported processes</p>	<p>strategies and actions plans; resolutions, decisions and other documents of multilateral environmental agreements and related bodies.</p> <p>December 2017 (baseline): 0 December 2019 (expected): TBD Progress expected by December 2020: +1 (1) Progress expected by June 2019: +0 (1) December 2021: +1 (2)</p> <p>Data sources and analysis plan: Review of outcomes of intergovernmental processes</p>	<p>16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (Custodian Agency: UNESCO-UIS; partner agencies: World Bank, UN Environment Programme; Tier II)</p>
<p>(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</p>	<p>(i) Increase in the number of countries that have enhanced institutional capacity and legal frameworks to fully implement the multilateral environmental agreements and for the achievement of internationally agreed environmental goals including the Sustainable Development Goals</p> <p>Unit of measure: Number of countries that demonstrate progress in one or more dimensions of enhancing institutional capacity and legal frameworks⁴⁹ as a result of UN Environment Programme support</p>	<p>December 2017 (baseline): 0 December 2019 (expected): +20(20) Progress expected by December 2020: +8 (28) Progress expected by June 2021: +4 (32) December 2021: +4 (36)</p> <p>Data sources and analysis plan: Review of relevant legislation portals and national reports prepared in the context of multilateral environmental agreements and Agenda 2030 implementation on institutional and legal action taken at national level</p>	<p>17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency UN Environment Programme, Tier III)</p> <p>5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women’s equal rights to land ownership and/or control (Custodian agency: FAO; partner agencies World Bank, UN Women; Tier II)</p> <p>12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement (Custodian Agency: UN Environment Programme; Tier I)</p>

⁴⁸ Environmental priorities are defined by Environment Assembly resolutions or other intergovernmental processes and may include the implementation of Principle 10 of the Rio Declaration on Environment and Development on access to information, public participation and access to justice in environmental matters, the progressive development of environmental law, addressing crimes with serious impacts on the environment, marine plastic litter and micro-plastics, the recognition and promotion of environmental rights, and other issues that may emerge over time. Results expected may include new regional or global legal agreements, the establishment of networks or other cooperation frameworks to address issues such as illegal trade in environmentally sensitive commodities or transboundary pollution, and the adoption of international standards or guidelines.

⁴⁹Countries or groups of countries demonstrate improvement in their institutional capacity and legal frameworks through progress in the following areas: (a) institutionalization of intersectoral dialogues focusing on the environment among sectoral national institutions; (b) general and sectoral environmental legislation adopted or strengthened to address countries’ environmental objectives and implement multilateral environmental agreements; (c) participatory mechanisms on environment integrated in national legislation; (d) clear mandate, budget and trained personnel in place for enforcement of national legislation; (e) evidence of participation of major groups and stakeholders in institutional decision-making processes (for example, as part of environmental impact assessments).

13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (Custodian Agency: UNFCCC; partner agencies: UN Environment Programme, WMO, WHO; Tier III)

15.6.1 Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits (custodian agency CBD secretariat, Tier I)

15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species (custodian Agency IUCN, Tier II)

16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (Custodian Agency: UNESCO-UIS; partner agencies: World Bank, UN Environment Programme; Tier II)

17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency UN Environment Programme, Tier III)

(ii) Increase in the integration of the environment in sustainable development planning, including as part of achieving the Sustainable Development Goals		16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (UNESCO, Tier II)
Unit of measure: (a) Percentage of United Nations country teams developing United Nations common programming frameworks that integrate environmental goals in such frameworks	(a) December 2017 (baseline): TBD December 2019 (expected): 70 per cent Progress expected by December 2020: 30 per cent (of United Nations common programming frameworks developed during the biennium) Progress expected by June 2021: +20 per cent (50 per cent) December 2021: +20 per cent (70 per cent)	15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020 (Aichi Target 2 indicator measures ‘Number of countries that have integrated biodiversity in National Development Plans, poverty reduction strategies or other key development plans’) (Custodian Agency CBD secretariat, UN Environment Programme, Tier III)
	Data sources and analysis plan: Review of United Nations Development Assistance Framework (UNDAF) and other One UN planning frameworks;	17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (Custodian Agency UN Environment Programme, Tier III)
		17.15.1 Extent of use of country-owned results frameworks and planning tools by providers of development cooperation (Custodian Agency UNDP, OECD, Tier II)

<p>(b) Number of countries that integrate environmental goals in national or subnational sustainable development plans, strategies, action plans or budgeting processes</p>	<p>(b) December 2017 (baseline): TBD December 2019 (expected): +20 (20) Progress expected by December 2020: +8 (28) Progress expected by June 2021: +4 (32) December 2021: +4 (32) Data sources and analysis plan: Review of information collected from countries on national sustainable development policies, strategies, action plans and budgets that embed environmental objectives, including as reported in voluntary national reviews</p>	<p>16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (UNESCO, Tier II)</p>
<p>(iii) Number of partnerships between UN Environment Programme and major groups and stakeholder representatives to promote the achievement of internationally agreed environmental goals, including the Sustainable Development Goals Unit of measure: Partnership agreements between UN Environment Programme and representatives of major groups and stakeholders which result in promoting the achievement of internationally agreed environmental goals, including the Sustainable Development Goals</p>	<p>December 2017 (baseline): 12 December 2019 (expected): +13 (25) Progress expected by December 2020: +3 (28) Progress expected by June 2021: +1 (29) December 2021: +2 (31) Data sources and analysis plan: Information available in websites, reports or press releases on initiatives undertaken in the context of strategic cooperation agreements signed between UN Environment Programme and organizations representing major groups and stakeholders</p>	<p>15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2022 (Aichi Target 2 indicator measures ‘Number of countries that have integrated biodiversity in National Development Plans, poverty reduction strategies or other key development plans’) (Custodian Agency CBD secretariat, UN Environment Programme, Tier III)</p> <p>17.14.1. Number of countries with mechanisms in place to enhance policy coherence of sustainable development (Custodian Agency UN Environment Programme, Tier III)</p> <p>17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals (Custodian Agencies: OECD and UNDP; Partner Agency: UN Environment Programme, Tier II).</p>

Strategy

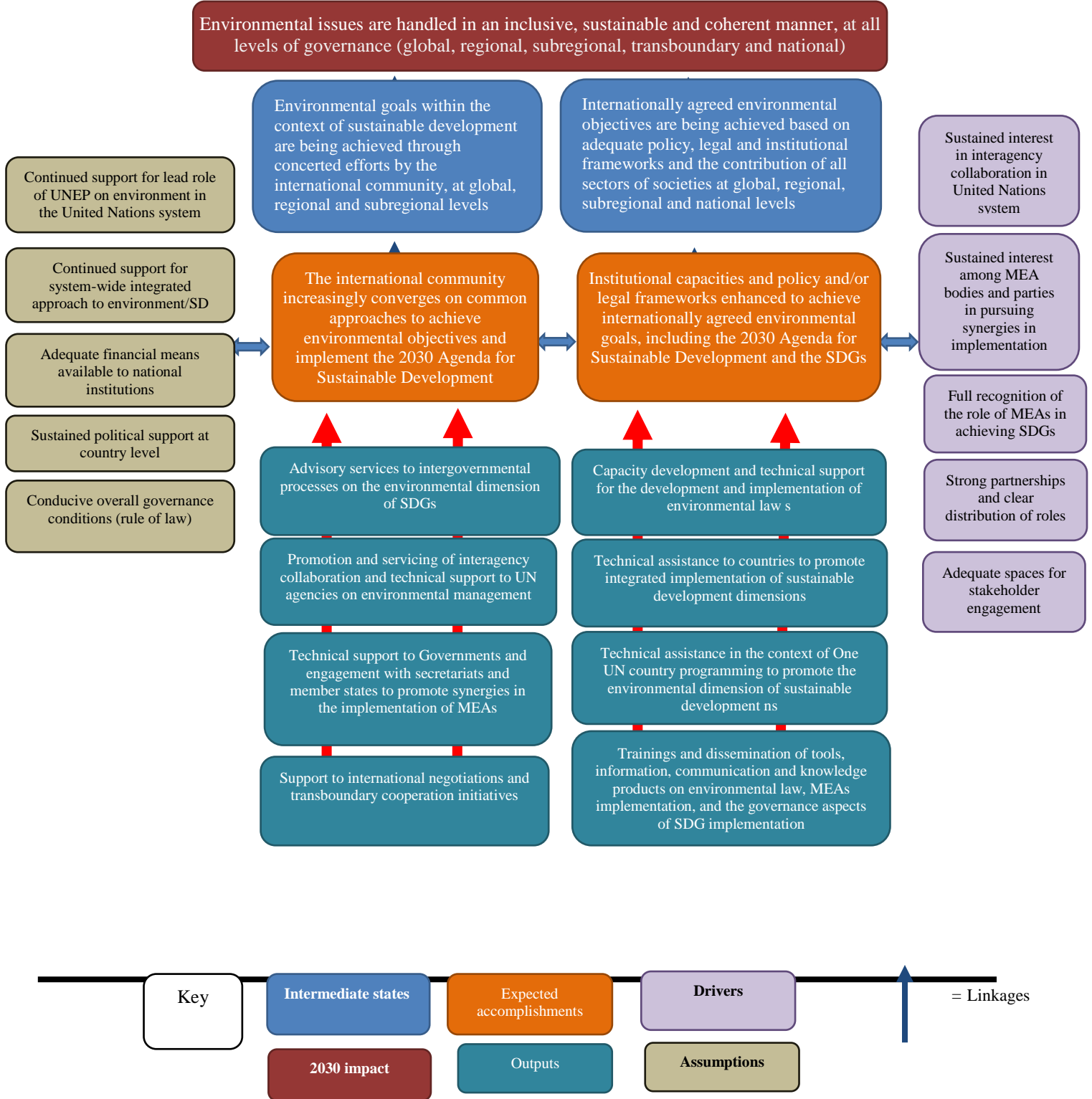
87. The overall objective of the subprogramme is to strengthen environmental governance to support the achievement of internationally agreed environmental goals and the implementation of the 2030 Agenda for Sustainable Development. The ultimate goal is that by 2030 the environmental dimension of sustainable development is addressed through inclusive, sustainable and coherent governance arrangements. This will be a basis for effectively addressing environmental priorities and setting in motion a long-term positive trajectory for the environment, with the contribution of all.
88. Important ingredients for inclusive, sustainable and coherent governance include: data and science-based, well-informed and coherent policies; mechanisms to translate multilateral environmental agreements, the sustainable development goals, and the internationally agreed environmental goals and other international commitments into national policies, legislation and action, and to ensure that such action is well coordinated; legal instruments and institutional frameworks that enable countries to work together to solve environmental issues that cut across national borders and to address national priorities effectively; institutions that are able to enforce the law and address violations and whose action is founded in the rule of law; and the recognition and promotion of environmental rights, including space for stakeholders' participation.
89. The subprogramme will promote the strengthening of these ingredients and will focus on priority themes that have emerged from UN Environment Assembly resolutions, multilateral environmental agreements, UN General Assembly resolutions, UN Human Rights Council resolutions, and other global frameworks. These themes include cross-cutting governance issues, such as access to information, public participation and access to justice and crimes with serious impacts on the environment, and specific thematic areas such as biodiversity and wildlife, climate, chemicals and wastes and pollution. For instance, the subprogramme will complement the work of other subprogrammes on marine plastic litter and micro-plastics and lead contamination and will implement and contribute to relevant UN Environment Assembly resolutions⁵⁰.
90. In 2020–2021, the UN Environment Programme will continue to pursue the same expected accomplishments and to measure progress through the same indicators. Some units of measure have been slightly modified to better reflect the nature of the work undertaken. UN Environment Programme will focus on strengthening the visibility of the environment and of UN Environment Assembly messages at the High-Level Political Forum and at the regional sustainable development fora, and the convening of regional ministerial environmental fora. It will continue to provide the secretariat for, participate in and chair the Environment Management Group, a key avenue to ensure the UN system follows coherent approaches on the environment. The UN Environment Programme will continue to promote the uptake of environmentally sound practices in the UN system through initiatives dedicated to greening United Nations operations and will embed its efforts in the revised institutional framework resulting from the ongoing UN reform. UN Environment Programme will also continue to promote better coordination, cooperation and synergies in the implementation of Multilateral Environmental Agreements by engaging with the relevant agreements' secretariats and member states.
91. The subprogramme will also promote international agreements and cooperation on issues of regional and global significance, by supporting relevant intergovernmental processes. It will focus on issues of priority to member states, including those highlighted in UN Environment Assembly Resolution 2/19 on the progressive development of environmental law, and in response to other global or regional mandates.
92. The UN Environment Programme will also promote stronger national institutions, better implementation and enforcement capacities, improved public information and awareness, and enhanced policies and laws to enable the achievement of environmental goals. It will ensure that gender-responsiveness and social inclusion are integrated in all institutional strengthening efforts and will promote the inclusive and gender-sensitive nature of policies and laws. To this end, it will invest in knowledge tools, training and technical assistance, communication and dissemination in partnership with

⁵⁰ These include resolutions primarily addressed by other subprogrammes, such as resolutions 1/3 Illegal trade in wildlife and 2/14 Illegal trade in wildlife and forest products, 2/6 Supporting the Paris Agreement, 2/7 Sound management of chemicals and waste, 2/11 and 3/7 Marine plastic litter and micro-plastics, and 3/9 Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries.

key global and local actors including to make the linkages between environmental aims and the principle of “Leaving No One Behind” more operational. It will harness its strategic regional presence and base its interventions on assessed needs.

93. UN Environment Programme will work with the most important actors for change, including not only policymakers, legislators, and other public stakeholders, who are at the core of enacting and promoting the implementation of policy and legal frameworks, but also the civil society, indigenous peoples, faith based organizations, the media and the private sector, whose engagement is essential to ensure that all spheres of society engage in active efforts to promote environmental sustainability. The UN Environment Programme will build partnerships and engage in initiatives with representatives of these groups and with relevant organizations, with the aim to increase awareness globally, deepen the engagement of communities and citizens, strengthen compliance, and promote sustainable investments when relevant. It will also continue to promote the environmental rule of law and environmental rights and their safe enjoyment, in close collaboration with human rights focused organizations in the UN system.
94. The UN Environment Programme 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-UN Environment Poverty-Environment Action for Sustainable Development Goals, and fully harnessing the opportunities offered by a reformed UN system for closer engagement at national level. It will strengthen and expand its collaboration with United Nations entities and bodies and other international organizations working on environmental governance, including UNDP, UN DESA, FAO, UNODC, UNOHCHR, UN Habitat, the United Nations Rule of Law Unit, Regional Economic and Social Commissions, the Organization of American States, secretariats of multilateral environmental agreements, Interpol, the World Bank among many others. It will also work with networks of institutions and experts, including judges and prosecutors’ networks, parliamentarians’ organizations, customs and other enforcement networks, national and regional networks of environmental defenders, universities and centres of excellence. It will, for instance, work with the Global Judicial Institute on the Environment to strengthen environmental law capacities of judicial bodies worldwide.
95. Through the Environmental Governance sub-programme, the UN Environment Programme will contribute to those sustainable development goals and targets that address specific environmental priorities in all of the 17 goals, with a strong focus on goals 16 on peace, justice and institutions and 17 on partnerships for the goals. The UN Environment Programme, as the custodian agency for indicator 17.14.1 on policy coherence for sustainable development will work with partners and member states in refining and applying a methodology for measuring and further advancing mechanisms for policy coherence at the national level. The sub-programme also facilitates the achievement of the thematic objectives of other sub-programmes by putting in place the enabling conditions for environmental action in all environmental spheres.

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 and risks

96. Critical drivers to achieve the expected results are sustained engagement and ownership by Governments and other targeted stakeholders in the efforts planned. An important driver will be the effective positioning of UN Environment Programme within the reformed UN Development System and related interagency processes to implement the 2030 Agenda and specific Sustainable Development Goals. Risks include corruption, political instability and insecurity, as these could undermine UN Environment Programme's efforts in promoting the implementation of the environmental rule of law and more broadly in achieving the expected long-term impact - environmental issues are handled in an inclusive, sustainable and coherent manner based on integrated policy and effective norms and institutions at all levels of governance - in line with Goal 16. Another risk is the availability of non-earmarked funding for UN Environment Programme, as this will highly affect delivery of subprogramme activities and achievement of the expected accomplishments. Mitigating measures include, besides intensified resource mobilization efforts, the use of sustainable delivery models, for example the mainstreaming of environmental governance tools into other UN Environment Programme's programmes and those of its partners.

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 intergovernmental processes and for addressing the environmental dimension of the 2030 Agenda for Sustainable Development	Law Division	Regional Offices Science Division
2. Advisory services and secretariat support to regional and subregional intergovernmental processes and for addressing the environmental dimension of the 2030 Agenda for Sustainable Development	Regional Offices	All Divisions
3. Advisory services on system-wide coherence on the environment and greening United Nations operations, and secretariat services to interagency mechanisms on environment and sustainable development issues	Law Division	Environment Management Group secretariat, Economy Division
4. Advisory services to Governments to promote synergies in the implementation of multilateral environmental agreements and other multilateral institutional arrangements	Law Division	Ecosystems Division, Economy Division, Regional Offices
5. 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	Law Division	Science Division
6. Technical support to cooperation frameworks for the management of transboundary natural resources and intergovernmental processes that regulate international environmental issues	Law Division	Ecosystems Division, Economy Division, Regional Offices
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	Law Division	Regional Offices

2. Advisory services to support the integration of environmental priorities into United Nations common country programming processes	Regional Offices	Policy and Programme Division
3. Advisory services to support countries in applying integrated approaches to the three dimensions of sustainable development in national and subnational planning and policymaking, including to promote poverty and environment linkages	Ecosystems Division	Law Division, Regional Offices
4. Engagement with major groups and stakeholders to promote the development of partnerships to advance the implementation of internationally agreed environmental goals including the sustainable development goals and strengthen the application of principle 10 of the Rio Declaration on Environment and Development and the Bali Guidelines	Law Division	Governance Affairs, Policy and Programme Division, Regional Offices
5. Outreach products and services provided to Governments, citizens, private companies and civil society organizations to increase awareness of achieving environmental goals through policy and/or legal frameworks	Communication Division	Law Division, Policy and Programme Division, Regional Offices

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

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	16,700	(1,800)	14,900
Non-post	19,200	(9,300)	9,900
Subtotal A	35,900	(11,100)	24,800
B. Trust and earmarked funds			
Post	32,800	(24,300)	8,500
Non-post		33,100	33,100
Subtotal B	32,800	8,800	41,600
C. Global trust funds			
Post	-	100	100
Non-post		400	400
Subtotal C	-	500	500
D. Programme support costs			
Post	2,400	(1,700)	700
Non-post		1,400	1,400
Subtotal D	2,400	(300)	2,100
E. Regular Budget			
Post	7,427	-	7,427
Non-post	278	-	278
Subtotal E	7,705	-	7,705
Total (A+B+C+D+E)	78,805	(2,100)	76,705

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

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	64	2	66
B. Trust and earmarked funds	49	(21)	28
C. Global trust funds	-	1	1
D. Programme support costs	6	(3)	3
E. Regular budget	23	-	23
Total (A + B + C + D + E)	142	(21)	121

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

Relevant impact level
Sustainable Development
Goal indicators

Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination *Indicators: 3.9.1 Mortality rate attributed to household and ambient air pollution – custodian agency: WHO, Tier I, 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene – custodian agency: WHO, Tier I, 3.9.3 Mortality rate attributed to unintentional poisoning – custodian agency: WHO, Tier I*

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. Indicators: 6.3.1 Proportion of wastewater safely treated – custodian agencies: WHO, UN-Habitat, UNSD – Tier II, 6.3.2 Proportion of bodies of water with good ambient water – custodian agency: UN Environment Programme – Tier II*

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. *Indicators: 11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities – custodian agency: UN-Habitat, UNSD – Tier II 11.6.2 Annual mean levels of fine particulate matter (e.g. PM_{2.5} and PM₁₀) in cities (population weighted) – custodian agency: WHO, Tier I*

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. *Indicators: 12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement – custodian agency: UN Environment Programme – Tier I, 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment – custodian agency: UNSD, UN Environment Programme – Tier III*

Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. *Indicator: 12.5.1 National recycling rate, tons of material recycled – custodian agency: UNSD, UN Environment Programme – Tier III*

Target 14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution, *Indicator: 14.1.1 Index of coastal eutrophication and floating plastic debris density – custodian agency: UN Environment Programme – Tier III*

United Nations Environment
Assembly resolutions
delivered through the sub-
programme's work

United Nations Environment Assembly resolution 1/5 Chemicals and waste
 United Nations Environment Assembly resolution 1/6 Marine plastic debris and microplastics
 United Nations Environment Assembly resolution 1/7 Strengthening the role of the United Nations Environment Programme in promoting air quality
 United Nations Environment Assembly resolution 2/7 Sound management of chemicals and waste
 United Nations Environment Assembly resolution 2/11 Marine plastic debris and microplastics
 United Nations Environment Assembly resolution 2/21 Sand and dust storms
 United Nations Environment Assembly resolution 3/2 Pollution mitigation by mainstreaming biodiversity into key sectors
 United Nations Environment Assembly resolution 3/4 Environment and health
 United Nations Environment Assembly resolution 3/6 Managing soil pollution to achieve Sustainable Development
 United Nations Environment Assembly resolution 3/7 Marine litter and microplastics
 United Nations Environment Assembly resolution 3/8 Preventing and reducing air pollution to improve air quality globally
 United Nations Environment Assembly resolution 3/9 Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries
 United Nations Environment Assembly resolution 3/10 Addressing water pollution to protect and restore water-related ecosystems

<i>Expected accomplishments of the secretariat</i>	<i>Indicators of achievement</i>	<i>Targets</i>	<i>Relevant Global Sustainable Development Indicators</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) ⁵¹	(i) Increase in the number of governments at all levels that are developing or implementing policies, strategies, legislation or action plans that promote sound management of chemicals and/or implementation of multilateral environmental agreements and SAICM Unit of measure: Number of governments reporting new policies, strategies, legislation or action plans developed/adopted or implemented concerning general issues as well as specifics, including on, mercury, persistent organic pollutants, ozone-depleting substances ⁵² and other chemical priority areas ⁵³	December 2017 (baseline): 0 December 2019 (estimate): 15 Progress expected by December 2020: +10 (25) Progress expected by June 2021: +5 (30) December 2021: +5 (35) Data sources and analysis plan: Official government correspondence and documents	12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement – UN Environment Programme – Tier I
	(ii) Increase in the number of private companies/industries that have undertaken action on improving chemicals management Unit of measure: Number of private companies/industries	December 2017 (baseline): 0 December 2019 (estimate): 20 Progress expected by December 2020: +5 (25) Progress expected by June 2021: +2 (27) December 2019: +3 (30) Data sources and analysis plan: Annual company reports, official communications, surveys	

⁵¹ This refers to the broader global chemicals and waste agenda

⁵² This will include reporting and information exchange done under the multilateral environmental agreements (such as 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 Minamata Convention on Mercury) and the Strategic Approach to International Chemicals Management.

⁵³ Examples of priority chemical areas include lead in paint, chemicals in products, highly hazardous pesticides and environmentally persistent pharmaceutical pollutants.

(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	<p>(iii) Increase in the number of civil society organizations that have undertaken action on improving chemicals management</p> <p>Unit of measure: Number of civil society organizations</p>	<p>December 2017 (baseline): 0 December 2019 (estimate): 20 Progress expected by December 2020: +10 (30) Progress expected by June 2021: +5 (35) December 2021: +5 (40)</p>	<p>12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement – UN Environment Programme – Tier I</p>
	<p>(i) Increase in the number of governments at all levels that are implementing waste prevention and sound management policies and good practices, in accordance with relevant multilateral environmental agreements, SAICM and other relevant international agreements</p> <p>Unit of measure: Number of governments</p>	<p>Data sources and analysis plan: Annual civil society organization reports, official communications, surveys December 2017 (baseline): 5 (TBC) December 2019 (estimate): 8 Progress expected by December 2020: +1 (9) Progress expected by June 2021: +2 (11) December 2021: +3 (14)</p> <p>Data sources and analysis plan: Number of countries reporting implementation of policies and good practices for waste prevention and sound waste management</p>	
	<p>(ii) Increase in the number of private companies/industries that are implementing policies and good practices for waste prevention and sound waste management</p> <p>Unit of measure: Number of private companies/industries</p>	<p>December 2017 (baseline): 5 (TBC) December 2019 (estimate): 11 Progress expected by December 2020: +2 (13) Progress expected by June 2021: +2 (15) December 2021: +2 (17)</p>	<p>14.1.1 Index of coastal eutrophication and floating plastic debris density – UNSD, UN Environment Programme – Tier III</p> <p>12.5.1 National recycling rate, tons of material recycled – UNSD, UN Environment Programme – Tier III</p> <p>14.1.1 Index of coastal eutrophication and floating plastic debris density – UNSD, UN Environment Programme – Tier III</p>
	<p>Data sources and analysis plan: Annual company reports, official communications, surveys</p>	<p>Data sources and analysis plan: Annual company reports, official communications, surveys</p>	

(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	<p>(iii) Increase in the number of civil society organizations that have taken action to enhance waste prevention and improve waste management Unit of measure: Number of civil organizations</p>	<p>December 2017 (baseline): 5 (TBC) December 2019 (estimate): 11 Progress expected by December 2020: +3 (14) Progress expected by June 2021: +1 (15) December 2021: +2 (17) Data sources and analysis plan: Annual civil society organization reports, official communications, surveys</p>	<p>12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment – Tier III 14.1.1 Index of coastal eutrophication and floating plastic debris density – UNSD, UN Environment Programme – Tier III</p>
	<p>(i) Increase in the number of governments at all levels that have developed and/or are using national emission inventories and air quality assessments with publicly accessible monitoring data and information Unit of measure: Number of governments</p>	<p>December 2017 (baseline): 40 December 2019 (estimate): 55 Progress expected by December 2020: +5 (60) Progress expected by June 2021: +5 (65) December 2021: +5 (70) Data sources and analysis plan: Official governmental correspondence, documents, and surveys</p>	<p>3.9.1 Mortality rate attributed to household and ambient air pollution – Tier I</p>
	<p>(ii) Increase in the number of governments⁵⁴ that have developed or adopted policies, technologies/practices, standards, and legal, regulatory, fiscal and institutional frameworks and mechanisms for improved air quality Unit of measure: Number of governments</p>	<p>December 2017 (baseline): 0 December 2019 (estimate): 8 Progress expected by December 2020: +5 (13) Progress expected by June 2021: +3 (16) December 2021: +3 (19) Data sources and analysis plan: Official correspondence, documents, and surveys</p>	<p>3.9.1 Mortality rate attributed to household and ambient air pollution – Tier I</p>
	<p>(iii) Increase in the number of governments⁵⁵ 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 Unit of measure: Number of governments</p>	<p>December 2017 (baseline): 0 December 2019 (estimate): 10 Progress expected by December 2020: +5 (15) Progress expected by June 2021: +3 (18) December 2021: +2 (20) Data sources and analysis plan: Official correspondence, documents, and surveys</p>	<p>3.9.1 Mortality rate attributed to household and ambient air pollution – Tier I</p>

⁵⁴ National and sub-national governments

⁵⁵ National and sub-national governments

Strategy

97. The overall objective of the chemicals, waste and air quality subprogramme is to support countries in their efforts to soundly manage chemicals and waste and improve air quality in order to significantly reduce negative impacts on the environment and human health. Considering chemicals, waste and air quality in an integrated manner provides opportunities to effectively address pollution issues, taking into account their cross-cutting nature also reflected in the mandates of different multilateral environmental agreements, initiatives and approaches. Addressing indoor and outdoor air pollution is expected to result in a reduction in particulate matter, tropospheric ozone and other air pollutants that present the largest environmental health risk contributing to the global burden of disease. Poor management of (hazardous) chemicals and waste can also be harmful to human health, agricultural productivity and the environment. Some air pollutants also have detrimental impacts on our climate, such as methane, a strong greenhouse gas and ozone precursor. Targeting plastic waste will help to reduce marine litter and microplastics that are at a large scale polluting our ocean today. Reducing nutrients and wastewater is instrumental to avoid water pollution, ecosystem degradation and ill health caused by harmful algae, disease vectors and others environmental health factors. By incorporating the work on air quality, marine pollution from land-based sources, and the environment and health nexus, the UN Environment Programme is taking a holistic approach to combating pollution in line with the main outcomes of the third UN Environment Assembly, which met under the theme “Towards a Pollution-Free Planet”.

98. The entry into force of the Minamata Convention on Mercury on 16 August 2017 and that of the Kigali Amendment on 1 January 2019 are major milestones towards the sound management of chemicals and waste and improving air quality. The subprogramme will continue to support the implementation of these and other relevant chemicals, pollution and waste-related multilateral environmental agreements⁵⁶ as well as the voluntary Strategic Approach to International Chemicals Management⁵⁷. Special attention will be paid to the development and implementation of a post-2020 framework for the sound management of chemicals and waste and building strategic partnerships. Particular emphasis will also be placed on the UN Environment Assembly resolutions emanating from its third session, with the Implementation Plan on Pollution guiding the follow-up to the resolutions. The new mandate given to the UN Environment Programme to work on environment and health (3/4) cuts across many environmental issues and aims at promoting integrated methodologies, policies and solutions that demonstrate multiple benefits of addressing pollution, in line with the approach promoted in the 2030 Agenda. Its implementation is therefore closely coordinated with other subprogrammes and also builds upon relevant parts of earlier resolutions, notably 1/5 on chemicals and waste, 1/7 on strengthening the role of the United Nations Environment Programme in promoting air quality, 1/6 and 2/11 on marine litter and microplastics, and 2/21 on sand and dust storms.

99. In response to requests from the UN Environment Assembly (3/8) to enhance work on air quality, the UN Environment Programme, in close collaboration with the Climate and Clean Air Coalition⁵⁸, is developing a global air quality programme to support countries and cities. The UN Environment Programme and the Climate and Clean Air Coalition will continue to work towards achieving better air quality by supporting interventions across cities, nations, regions, and the globe that build capacity and promote the adoption of best practices and technological solutions and incentives to reduce air pollution as well as information sharing, knowledge management and cooperation. This includes support to enhanced air quality monitoring and development of emissions inventories, as well as efforts to make air quality data and information more accessible and understandable to policy makers and the public, and to enable cities, countries and citizens to be fully aware of their air quality challenges and take appropriate action. Working with stakeholders, the UN Environment Programme and the Climate and Clean Air Coalition are developing

⁵⁶ Key multilateral environmental agreements in the chemicals, waste and air quality fields are 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 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.

⁵⁷ The Strategic Approach is a global framework that is intended to foster the sound management of chemicals.

⁵⁸ The Climate and Clean Air Coalition is a partnership of governments, intergovernmental organizations, businesses, scientific institutions and civil society organizations committed to improving air quality and health while protecting the climate. Based on solid science, the Coalition helps partners and stakeholders create policies and practices to deliver substantial emission reductions of air pollutants and climate forcers.

a set of global and regional actions grounded in robust science and assessments to address key sources of air pollution. The work will put a strong emphasis on reducing air pollutants, including by leveraging partnerships with the private sector to improve air quality. The UN Environment Programme will also continue its campaign efforts with partners, citizens and governments to achieve targeted reduction in air pollution by 2030.

100. Although there are three separate expected accomplishments on chemicals, waste and air quality, the subprogramme will ensure a coherent and integrated implementation in all three thematic areas as well as in relation to key deliverables.

101. In order to achieve the subprogramme's objective, the UN Environment Programme will work with governments, private companies/ industries and civil society organizations to help them reduce the levels of harmful chemicals, including hazardous wastes and air pollution; increase the reuse, reduction, recycling and recovery of waste, and expand the use of non-harmful chemicals. The UN Environment Programme will advocate for the design of products and processes that minimize air pollution as well as the generation and use of hazardous substances.

102. The UN Environment Programme 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 vulnerability and gender perspectives are addressed in its project designs 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 improving air quality.

103. The subprogramme can achieve its objective by enabling countries to integrate the environmentally sound management of chemicals and waste and air quality improvement into laws, regulations, policies, strategies, budgets and fiscal reforms; by increasing their knowledge of the risks posed by harmful chemicals, waste and polluted air, putting in place informed risk management measures; phasing in safer alternatives; and by promoting life cycle approaches and sustainable chemistry. In addition, the UN Environment Programme will encourage all stakeholders, including those in the private sector, to adopt environmentally sound technologies, especially best available techniques and environmental practices, where possible, for the sound management of chemicals and waste and the control of air pollutants, using as a reference the guidelines, guidance and tools adopted under relevant multilateral environmental agreements and developed by other UN agencies, for example the World Health Organization.

104. The UN Environment Programme continues to emphasize the importance of environmentally sound management of chemicals and waste, including the prevention and control of air pollution, with the view to achieving the 2030 targets of the Sustainable Development Goals. To achieve these goals and targets, the UN Environment Programme will work towards coherent and integrated implementation at global, regional, and national level, following up on the conclusions and recommendations of the Global Chemicals Outlook and global, regional and thematic Waste Management Outlooks. The activities tailored at supporting countries in the implementation of multilateral environmental agreements will also be informed by the assessments, reports and strategic programming routinely conducted under those instruments, in particular on technical assistance. Furthermore, the role of the UN Environment Programme in international frameworks will be capitalized upon to strengthen its work on pollution during the coming years and beyond.

105. The UN Environment Programme and its partners will continue to promote the environmentally sound management of chemicals and waste, life cycle approaches, innovative finance, the concept of a circular economy and sustainable chemistry. The UN Environment Programme will emphasize the importance of emerging issues identified in the resolutions adopted by the International Conference on Chemicals Management and the Programme will continue to support implementation of international action for the development and implementation of a post-2020 framework for sound chemicals and waste management.

106. In combating marine pollution, the UN Environment Programme is embracing a source-to-sea approach. This includes improved management of land-based sources of marine pollution, such as plastic and other waste, nutrient emissions and wastewater treatment. Specific attention will also be given to the impact of the use of fertilizers, pesticides and pharmaceuticals (including antimicrobials) on people and the

environment. The UN Environment Programme will continue to partner with governments, business and civil society to mobilize action for tackling marine plastic pollution by raising awareness and providing a platform for change under the next phase of its campaign against plastic pollution.

107. In response to the General Assembly resolution, the UN Environment Programme will continue to work with partners to address the emerging issue of sand and dust storms and their detrimental impact on air quality. Such work will include monitoring and modelling activities, sharing knowledge, the development of a strategic plan of action and enhanced collaboration among stakeholders.

108. The UN Environment Programme will establish, strengthen and coordinate new and existing partnerships⁵⁹ and take part in partnerships established by other bodies, in particular under multilateral environmental agreements,⁶⁰ 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. In order to support countries, the Programme also continues to strengthen the science-policy interface through assessments and work with the scientific community to develop methodologies and collect data for the relevant indicators under the Sustainable Development Goals for which the UN Environment Programme is a custodian agency.

109. The UN Environment Programme will continue to provide support to developing countries and countries with economies in transition to strengthen their institutional capacity to develop, adopt, monitor and enforce policy, legislation and regulation for effective frameworks for the implementation of the chemicals and waste conventions and the Strategic Approach to International Chemicals Management, using as reference the guidance developed/adopted under those instruments.

110. Key stakeholders and partners include the secretariats of the aforementioned multilateral environmental agreements, the Basel and Stockholm convention regional and coordinating centres, the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals (among others the World Health Organization and the UN Food and Agriculture Organization), Clean Air Asia, the International POPs Elimination Network, the International Council of Chemical Associations, the PCB Elimination Network, the International Solid Waste Association, the International Organization for Standardization, national ministries of environment, health, finance, industry, technology and transport, academia and all other related sectors.

111. The UN Environment Programme will strengthen its leading role in supporting and implementing partnerships that promote better air quality and work to strengthen the cooperation between these partnerships. 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 Europe⁶¹ 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 a successful partnership.

112. The UN Environment Programme will work closely with its regional offices, including sub-regional and national offices, to strengthen relations with regional institutions and development agencies, identify regional priorities and needs, and ensure increased coordination and effective regional delivery. The UN Environment Programme regional offices will continue to support several regional initiatives, including the implementation of intergovernmental agreements and chemicals and waste and air quality regional networks and action plans.

113. Finally, the UN Environment Programme will continue to leverage impact through its work funded by the Global Environment Facility and with the Multilateral Fund for the Implementation of the Montreal Protocol, which are key financial supporters in this field. Collaboration with other global trust funds, such as the Green Climate Fund, is sought as well.

⁵⁹ Examples of key partnerships include the Global Mercury Partnership, the Global Alliance to Eliminate Lead Paint, the Global Marine Litter Partnership, the DDT Global Alliance and the PCB Elimination Network.

⁶⁰ Examples are multi-stakeholder partnerships established under chemicals and waste multilateral environmental agreements, for example the household waste partnership

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

Theory of change – chemicals, waste and air quality



External factors and risks

114. The achievement of these outcomes rests on the assumption that relevant international legally binding instruments (such as multilateral environmental agreements), laws and regulations will be increasingly implemented and enforced and that there will be continued momentum in the private sector and other parts of society to support the environmentally sound management of chemicals and waste and promote transformative actions, considering a life cycle approach and, for example, sustainable chemistry. To mitigate the risk that momentum is lost, the UN Environment Programme will continue to draw public attention to the need and opportunities to address pollution – through campaigns, Voluntary Commitments and profiling successes and best practices. Drivers that the UN Environment Programme 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 of the environmental as well as 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 development.

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. Data, information, assessment and knowledge management services to promote sound chemicals management	Economy Division	Science Division, Ecosystems Division, Law Division, Communications Division, Regional Offices
2. Capacity-building and technical assistance on best available techniques, good practices, risk reduction, and the establishment and enforcement of policies, laws and regulations for sound chemicals management	Economy Division	Ecosystems Division, Law Division, Communications Division, Regional Offices
3. Advisory, policy and coordination support services to the Strategic Approach to promote sound chemicals management and the implementation of chemicals-related multilateral environmental agreements	Economy Division	Ecosystems Division, Law Division, Communications Division, Regional Offices
4. Support to global, regional and sub-regional strategic partnerships and integrated approaches to promote the sound management of chemicals	Economy Division	Ecosystems Division, Science Division, Law Division, Communications Division, Regional Offices
5. Outreach products and services provided to governments, citizens, private companies and civil society organizations to increase awareness of sound chemicals management	Communications Division	Ecosystems Division, Science Division, Law Division, Economy Division, Regional Offices
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. Data, information, assessment and knowledge management services to promote waste prevention and sound waste management	Economy Division	Science Division, Law Division, Communications Division, Regional Offices
2. Technical guidance on best available techniques, good practices, legislation and risk reduction developed for the sound management of waste	Economy Division	Science Division, Law Division, Communications Division, Regional Offices
3. Advisory and support services and capacity building for the design and implementation of environmentally sound integrated waste management technologies and approaches	Economy Division	Ecosystems Division, Communications Division, Regional Offices
4. Outreach products and services provided to Governments, citizens, private companies and civil society organizations to increase awareness of waste prevention and sound waste management	Communications Division	Ecosystems Division, Science Division, Law Division, Economy Division, Regional Offices
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 UN Environment Programme support		
1. Assessments of status and trends related to air quality at various scales	Science Division	Economy Division, Law Division, Communications Division, Regional Offices
2. Technical guidance and support services for the establishment and enforcement of laws, regulations and fiscal policies to reduce air pollution	Law Division	Ecosystems Division, Economy Division, Regional Offices
3. Advisory and support services and capacity-building to facilitate standards and strategy development, and information sharing necessary to reduce air pollution	Economy Division	Law Division, Communications Division, Regional Offices
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	Economy Division	Ecosystems Division, Science Division, Law Division, Communications Division, Regional Offices
5. Outreach products and services provided to governments, citizens, private companies and civil society organizations to increase awareness on air quality importance and urgency	Communications Division	Ecosystems Division, Science Division, Law Division, Economy Division, Regional Offices

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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	15,000	(2,400)	12,600
Non-post	17,300	(6,100)	11,200
Subtotal A	32,300	(8,500)	23,800
B. Trust and earmarked funds			
Post	38,400	(15,000)	23,400
Non-post		37,700	37,700
Subtotal B	38,400	22,700	61,100
C. Global trust funds			
Post	24,300	(20,100)	4,200
Non-post	-	41,800	41,800
Subtotal C	24,300	21,700	46,000
D. Programme support costs			
Post	2,400	(400)	2,000
Non-post	-	1,000	1,000
Subtotal D	2,400	600	3,000
E. Regular Budget			
Post	2,774	-	2,774
Non-post	267	-	267
Subtotal E	3,041	-	3,041
Total (A+B+C+D+E)	100,441	36,500	136,941

Table 10 (b)
Human resource requirement by funding category: chemicals, waste and air quality

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	52	(9)	43
B. Trust and earmarked funds	16	67	83
C. Global trust funds	7	6	13
D. Programme support costs	5	2	7
E. Regular budget	9	-	9
Total (A + B + C + D + E)	89	66	155

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 the adoption of sustainable consumption and production patterns, increasingly decoupling economic growth from unsustainable resource use and environmental impact while improving human well-being.⁶²

Relevant impact level **Target: 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
Sustainable Development & **Target 8.4** Improve progressively, through 2030, global resource efficiency in consumption
Goal indicators 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, with developed countries taking the lead. *Indicators: 12.2.1 (8.4.1) Material footprint, material footprint per capita, and material footprint per GDP (Tier III, custodian), 12.2.2 (8.4.2) Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP (Tier I, UN Environment Programme)*

Target: 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. *Indicator: 12.5.1 National recycling rate, tons of material recycled (Tier III, UN Statistics Department/UN Environment Programme)*

Target: 12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities. *Indicator: 12.c.1 Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels (Tier III, UN Environment Programme)*

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. *Indicator: 9.4.1 CO2 emission per unit of value added (UN Industrial Development Organization/International Energy Agency, Tier I)*

United Nations Environment Assembly resolutions delivered through the subprogramme's work	United Nations Environment Assembly Resolution 1/10 Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication United Nations Environment Assembly Resolution 2/8. Sustainable consumption and production United Nations Environment Assembly Resolution 2/9. Prevention, reduction and reuse of food waste
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<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Targets</i>	<i>Relevant Global Sustainable Development Indicators</i>
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⁶² The objective is fully aligned with the 2030 Agenda for Sustainable Development, in particular SDG 12 on sustainable consumption and production and SDG 8 on sustained, inclusive and sustainable economic growth, together with other relevant SDGs such as 9, 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.

<p>(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</p>	<p>(i) Increase in the number^{63,64} of countries, transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies⁶⁵</p> <p>Unit of measure:</p> <p>(a) Number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies</p>	<p>December 2017 (baseline): 18 (TBC) December 2019 (expected): +10 (28) Progress expected at December 2020: +3 (31) Progress expected at June 2021: +4 (35) December 2021: +3 (38)</p> <p>Data sources and analysis plan:</p> <p>UN Environment Programme, Green Growth Knowledge Platform, regional bodies', ministries' and local governments' reports/publications; endorsed/adopted regional, national and sub-national Inclusive Green Economy/Sustainable Consumption and Production policies; review of reports, surveys and interviews</p>	<p>12.1.1 Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies (Tier II, UN Environment Programme)</p> <p>12.a.1 Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies (Tier III, tbc)</p> <p>12.c.1 Amount of fossil-fuel subsidies per unit of Gross Domestic Product/GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels (Tier III, UN Environment Programme)</p> <p>17.10.1 Worldwide weighted tariff-average (Tier I, World Trade Organization/WTO, International Trade Centre /ITC, UN Conference on Trade and Development/ UNCTAD)</p> <p>17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development (Tier III, UN Environment Programme)</p> <p>17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries (Tier I, Organization for Economic Cooperation and Development/OECD)</p>
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⁶³ This also includes a countries' participation in international, regional, as well as sub-national polices, laws, strategies, action plans and frameworks.

⁶⁴ 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 be count towards the indicator. For purposes of progress reporting disaggregated maps will be presented showing the respective capacity stage for each country.

⁶⁵ Policies include frameworks, laws, strategies and action plans, as well as mainstreaming into existing polices, frameworks, and action plans.

	<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 frameworks</p> <p>Unit of measure:</p> <p>(a) Number of local governments and cities that adopt systems to measure sustainability based on global indicator frameworks</p> <p>(b) Number of local governments and cities that publish their resource profiles</p> <p>(c) Number of local governments and cities linking local progress with global indicators towards reaching SDG 11</p> <p>(d) Number of local governments and cities that identify, develop, and implement actions⁶⁶ that are informed by resource efficiency research, tools, and profiles.</p>	<p>December 2017 (baseline): 5</p> <p>December 2019 (expected): +18 (23)</p> <p>Progress expected at December 2020: +5 (28)</p> <p>Progress expected at June 2021: +5 (33)</p> <p>December 2021: +5 (38)</p> <p>Data sources and analysis plan:</p> <p>Reports, cities development index publications/reports, surveys and interviews</p>	<p>11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city (Tier III, UN Habitat)</p> <p>11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities (Tier II, UN-Habitat, UN Statistics Department/UNSD)</p>
<p>(b) Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices</p>	<p>(i) Increase in the number of public and private finance stakeholders that adopt sustainable finance principles, processes and frameworks</p> <p>Unit of measure:</p> <p>(a) Number of financial institutions that adopt sustainable principles, processes and frameworks⁶⁷</p> <p>(b) Number of countries in which national processes and frameworks mainstream sustainable finance</p> <p>(c) Number of local governments that mainstream sustainable finance into their planning frameworks</p>	<p>December 2017 (baseline): 277</p> <p>December 2019 (expected): +24 (301)</p> <p>Progress expected at December 2020: +20 (321)</p> <p>Progress expected at June 2021: +10 (331)</p> <p>December 2021: +10 (341)</p> <p>Data sources and analysis plan:</p> <p>UN Environment Programme Finance Initiative Membership records, reports, stakeholder reports, interviews, surveys</p>	<p>9.3.1 Proportion of small-scale industries in total industry value added (Tier II, UN Capital Development Fund/UNCDF)</p> <p>9.3.2 Proportion of small-scale industries with a loan or line of credit (Tier II, UN Capital Development Fund/UNCDF)</p> <p>17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development (Tier III, UN Environment Programme)</p>

⁶⁶ Such as but not limited to action plans, policies, public tenders, etc.

⁶⁷ Such as but not limited to the principles for sustainable insurance, sustainable stock exchange, green financial products and services, principles for sustainable banking.

<p>(ii) Increase in the number of public and private sector partners that adopt sustainable management policies and practices⁶⁸</p> <p>Unit of measure:</p> <p>(a) Number of public sector partners that adopt sustainable management practices and policies</p> <p>(b) Number of private sector partners that adopt sustainable management practices</p>	<p>December 2017 (baseline): 273⁶⁹</p> <p>December 2019 (expected): +187 (460)</p> <p>)</p> <p>Progress expected at December 2020: +60 (520)</p> <p>Progress expected at June 2021: +15 (535)</p> <p>December 2021: +45 (580)</p> <p>Data sources and analysis plan:</p> <p>Annual reports, sustainability reports, technical fact sheets, case studies, surveys, reports of partnerships and initiatives in which UN Environment Programme participates</p>	<p>12.1.1 Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies (Tier II, UN Environment Programme)</p> <p>12.6.1 Number of companies publishing sustainability reports (Tier III, UN Environment Programme)</p> <p>12.5.1 National recycling rate, tons of material recycled (Tier III, UN Statistics Department/UNSD, UN Environment Programme)</p> <p>12.b.1 Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools (Tier III, UN World Tourism Organization/UNWTO)</p> <p>8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate (Tier II, UN World Tourism Organization/UNWTO)</p> <p>8.9.2 Proportion of jobs in sustainable tourism industries out of total tourism jobs (Tier III, UN World Tourism Organization/UNWTO)</p>
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⁶⁸ This includes various sectors such as tourism, buildings and construction, manufacturing, food systems, etc. Results will be presented in one consolidated indicator, accompanied by a breakdown per sector.

⁶⁹ This has been calculated on the basis of the reporting of Programme of Work Indicator EA) b) i) at December 2017 (312) and removing the contribution to the finance sector (amounting to 39).

<p>(c) Public and private sectors increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns</p>	<p>(i) Increase in the number of countries⁷⁰ implementing⁷¹ sustainable public procurement policies⁷²</p> <p>Unit of measure:</p> <p>(a) Number of countries implementing sustainable public procurement policies</p>	<p>December 2017 (baseline):4 December 2019 (expected): +12 (16) Progress expected at December 2020: +4 (20) Progress expected at June 2021: +4 (24) December 2021: +4 (28)</p>	<p>12.7.1 Number of countries implementing sustainable public procurement policies and action plans (Tier III, UN Environment Programme)</p>
	<p>(ii) Increase in the number of public and private sector partners that implement campaigns, awareness raising, advocacy and educational initiatives, and consumer information tools that promote sustainable consumption and production and lifestyles, including gender equality</p> <p>Unit of measure:</p> <p>(a) Number of public and private sector partners that implement campaigns, awareness raising, advocacy and educational initiatives, and consumer information tools that demonstrate the benefits of sustainable consumption and production and lifestyles,</p> <p>(b) Increase in the number of public and private sector partners reporting inclusion of sustainable consumption and production and lifestyles topics in relevant formal and informal education efforts</p>	<p>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</p> <p>December 2017 (baseline): 12 (TBC) December 2019 (expected): +45 (57) Progress expected at December 2020: +15 (72) Progress expected at June 2021: +15 (87) December 2021: +15 (102)</p> <p>Data sources and analysis plan: Reports, surveys, course enrolments, curricula, Massive Open Online Courses, campaign reports, etc.</p>	<p>4.7.1 and 12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment (Tier III, UN Educational, Scientific, and Cultural Organization/ UNESCO)</p>

⁷⁰ Including sub-national governments and public enterprises.

⁷¹ 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 count towards the indicator. For purposes of progress reporting maps will be presented that show the respective capacity stage per country.

⁷² Including strategies and action plans.

(iii) Increase in the number of countries that measure food waste at national level using internationally acknowledged methodologies	December 2017 (baseline): 4 (TBC)	12.3.1 Global food loss index, Global food waste
Unit of measure:	December 2019 (expected): +15 (19)	Index (Tier III, UN Environment
(a) Number of countries that measure food waste at national level using internationally acknowledged methodologies	Progress expected at December 2020: +10 (29)	Programme/UN Food and Agriculture
	Progress expected at June 2021: +10 (39)	Organization/FAO)
	December 2021: +10 (49)	
	Data sources and analysis plan:	
	National food waste reports, strategies communicated by government and private sector stakeholders, national SDG	
	12.3.1 reporting	

Strategy

115. The objective of the subprogramme is to support the transition to sustainable development through multiple pathways including inclusive green economy, green finance, sustainable trade, and the adoption of sustainable consumption and production patterns. This transition entails decoupling of economic activity from unsustainable resource use and negative environmental impacts while improving human well-being. A systemic change is necessary to evolve from the dominant linear “take-make-dispose” economic model based on fueling consumer demand and unsustainable resource use. While the current model has increased incomes in many countries and helped to reduce global poverty, it still leaves too many behind and can erode natural and overall wealth, exposing current and future generations to severe risks and impacts such as climate change, degrading of ecosystems, natural resource depletion, and widespread pollution.
116. Resource efficiency promotes circular economic models, where the value of products and materials is maintained for as long as possible, waste and resource use are minimized, and resources are kept within the economy when a product has reached the end of its life, to be used again and again to create further value. Such approach is a critical element in reducing pollution by reducing waste and the unsustainable use of resources. Moving towards a circular and green economy can contribute to increasing incomes and wealth, by removing the environmental damages from pollution and waste inherent in a linear and brown economy that destroy value and harm human health and wellbeing.
117. Resource efficiency is one of the most effective strategies to reduce waste and curb greenhouse gas emissions and to spur this transition. Ultimately, a green economy is founded on resource efficiency (decoupling) that reduces wastage, pollution (detoxification) and carbon emissions (decarbonization). Mobilizing leaders and partners in industry, finance and government to take individual and collective action to promote resource efficiency and to reduce pollution is a central priority for the subprogramme.
118. Many of the Sustainable Development Goals sit at the core of tomorrow’s economy, including goal 8 on sustainable and inclusive growth and goal 12 on ensuring sustainable consumption and production patterns. These two goals provide a common and coherent focus for countries, businesses and individuals on the policies, practices and technologies that need to be adopted to reduce our environmental footprint and to provide a basis for shared, long-term prosperity and well-being.
119. The subprogramme’s expected accomplishments and indicators are fully aligned with the relevant Sustainable Development Goals, targets, and indicators and directly contribute to the achievement of the 2030 Agenda for Sustainable Development. Sustainable Development Goals 8 and 12 are the key focus of the subprogramme although all Sustainable Development Goals have a strong connection to sustainable economic development, resource efficiency and sustainable consumption and production. As the global custodian of most of the relevant Sustainable Development Goal 8 and 12 indicators, the United Nations Environment Programme plays a key role in progress monitoring and reporting of these respective goals. As compared to the previous biennium 2018-19, the alignment to the Sustainable Development Goals has been further strengthened, down to the indicator level since the subprogramme directly delivers on a range of them. While the overall results framework, expressed through the expected accomplishments and associated indicators, remains largely unchanged, several adjustments to the indicators and units of measure have been undertaken to strengthen overall results and impact monitoring. Several sectoral indicators under expected accomplishment b) have been merged as to rationalize reporting. However, progress for various sectors will be tracked and reported in a disaggregated manner. Several units of measure have been adjusted to better integrate with Sustainable Development Goal indicators.
120. The United Nations Environment Programme is well placed to support and scale up the transition to sustainable development through its capacity to generate and disseminate knowledge and its extensive networks, partnerships, and delivery platforms. Building on the broad, science-based and independent expertise emerging from the International Resource Panel, the Life Cycle Initiative, the Green Growth Knowledge Platform, and the Trade and Environment Hub, the United Nations Environment Programme strengthens and expands the knowledge base supporting innovation and uptake of circularity and green economy pathways.

121. Flagship initiatives such as the Ten-Year Framework of Programmes on Sustainable Consumption and Production/One Planet Network, the United Nations Environment Finance Initiative and the Partnership for Action on Green Economy as well as the SWITCH to Green Programmes are key delivery and implementation mechanisms to scale up impact. The Coalition to Green the Belt and Road is an important partnership for the United Nations Environment Programme that will help to mobilize international expertise and best practice to inform large scale infrastructure investments with the aim to promote environmental safeguards and to align investments with the sustainable development agenda.
122. Through the One Planet Network and its Multi Partner Trust Fund for sustainable development goal 12, the United Nations Environment Programme works with more than 600 partners across the public and private sectors, civil society and academia to scale up global action and implementation of sustainable consumption and production. The framework of programmes strengthens consumer information and promotes sustainable approaches to public procurement, tourism, food systems, buildings and construction. It also promotes sustainable lifestyles and consumption patterns as a key demand driver for sustainability. The subprogramme is a key delivery mechanism for United Nations Environment Assembly resolutions 2/8 on sustainable consumption and production as well as 2/9 Prevention, reduction and reuse of food waste.
123. The United Nations Environment Programme Finance Initiative engages more than 300 partners in the banking, investment and insurance sectors, supporting them to adopt sustainable finance principles. It provides innovative tools to promote investments into bankable projects that support the implementation of the 2030 Agenda for Sustainable development. The Partnership for Action on Green Economy is a partnership of five United Nations agencies (United Nations Environment Programme, International Labour Organization, United Nations Development Programme, United Nations Industrial Development Organization, and the United Nations Institute for Training and Research) that provides a comprehensive suite of advisory services to help countries build the enabling conditions for a transition to sustainable development. The SWITCH to Green programmes in Africa, Asia, and the Mediterranean are further mechanisms to help countries to scale up implementation in key sectors such as tourism, agriculture, manufacturing and others with a particular focus on small and medium enterprises.
124. To achieve the envisaged 2030 impact, the United Nations Environment Programme supports countries and sub-national governments, and cities to institutionalize capacities and implement frameworks, policies and action plans that enable a transition to sustainable development, through multiple pathways and multi-stakeholder partnerships. The United Nations Environment Programme engages with the private sector across sectors and along value chains to adopt life-cycle approaches, eco-innovation, cleaner production and sustainable management practices, and to increasingly invest in circular and green technologies. Through the Extractive Industries hub, it also coordinates the work of the UN Environment Programme in promoting sustainable practices within this industry.
125. Promoting sustainable and resource efficient cities offers key opportunities for reducing the global resource and environmental footprint as well as greenhouse gas emissions. Countries and cities will be supported in their transition of urban development towards sustainable consumption and production, global resilience and environmental sustainability in line with Sustainable Development Goal 11 and the New Urban Agenda adopted at Habitat III. This support will be delivered through policy and capacity development support as well as through providing cities with relevant tools and methodologies, both in key urban infrastructure sectors as well as in an integrated approach across sectors and levels of governance. Cities will also be able to draw on the expertise and implementation capacity embedded in the individual programmes of the One Planet network, such as those on food, public procurement, buildings and construction, and lifestyles. The United Nations Environment Programme will work with key partners within the UN system, particularly UN Habitat through the Greener Cities Partnership, city networks and private sector partners.
126. The United Nations Environment Programme will promote sustainable lifestyles and consumption patterns with the aim to influence and increase the demand for sustainable products and services. The focus is on creating key policy messages that enable to engage with key lifestyle influences and on campaigns and awareness raising activities in key lifestyles sectors such as food, mobility, housing, leisure, fashion, and electronics. Working on the demand side and supporting the transition to sustainable lifestyles provides an indispensable complement to initiatives focused on sustainable production.

127. The United Nations Environment Programme 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 the United Nations Environment Programme's 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 agencies and United Nations Country Teams – including participation in the formulation and implementation of United Nations Development Assistance Frameworks – are essential in this regard.
128. The products and services that the United Nations Environment Programme 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 to 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.
129. 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 donors, including the private sector, and member states. Effective private sector engagement is crucial in this regard, since financing of the sustainable development agenda as a whole, and financing of the shift towards sustainable consumption and production patterns in particular, is required. Green finance is hence a priority within the subprogramme since its aim is to support the financial system itself to align to the Sustainable Development Agenda.

Theory of change – resource efficiency



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

External factors and risks

130. The achievement of relevant Sustainable Development Goals will depend on actual policy shifts and implementation at the global, regional, national and sub-national levels. Risks include the negative environmental and economic impacts of climate change, ecosystems degradation, pollution, and resource depletion – which if not addressed proactively – could reverse decades’ worth of development gains and potentially 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. Though there is global resolve to address climate change challenges and to achieve the 2030 Agenda for Sustainable Development, the progress and impact have not achieved the scale required for success. Achieving these international commitments will also require that adequate resources are mobilized to take identified solutions to scale.

Outputs planned for the biennium in pursuit of expected accomplishment (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		
Programme of work output	Division accountable	Contributing Division(s) and Regional Offices
1. Resource use assessments and related policy options developed and provided to countries to support planning and policy-making, including support for the monitoring and application of relevant Sustainable Development Goal indicators	Economy Division	Science Division, Regional Offices
2. Economic and fiscal policy research, analysis, methodologies, tools and knowledge products developed and shared to support governments and other stakeholders to develop and implement multiple pathways to sustainable development	Economy Division	Science Division, Policy and Programme Division, Regional Offices
3. Capacity development, networking, knowledge, financial and information sharing mechanisms provided to support the delivery of the 10 Year Framework of Programmes on Sustainable Consumption and Production/One Planet Network	Economy Division	Science Division, Communication Division, Regional Offices
4. Economic tools, technical assistance, policy assessments and capacity development provided to countries and regions to support achievement of the Sustainable Development Goals through multiple pathways, policies and action plans	Economy Division	Science Division, Law Division
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, circular approaches and sustainable consumption and production	Economy Division	Regional Offices
6. Capacity development, policy tools, assessments, advisory services, training provided, and partnerships and initiatives created to enable countries to use sustainable trade and investment as vehicles for achieving the 2030 Sustainable Development Agenda	Economy Division	Law Division, Regional Offices
7. Policy support, tools and methodologies, capacity development and technical assistance provided to cities and local governments to support their transition towards more resource efficient policies and practices	Economy Division	Regional Offices
Outputs planned for the biennium in pursuit of expected accomplishments (b): Public, private and finance 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 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	Economy Division	Regional Offices
2. Technical guidance, tools and best practices developed and provided to finance sector stakeholders to improve the integration of environmental and social considerations in their business practices and to promote investments into the implementation of the 2030 Agenda for	Economy Division	Regional Offices

Sustainable Development		
3. Technical and policy guidance provided to UN agencies, governments and tourism stakeholders to develop, adopt and implement policies, guidelines and standards on more sustainable tourism practices.	Economy Division	Regional Offices
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	Economy Division	Regional Offices
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	Economy Division	Regional Offices
6. Technical assistance provided at the national and sub-national level to support the promotion and implementation of resource-efficient and cleaner production technologies and practices in industries, including small and medium enterprises	Economy Division	Regional Offices
7. Technical and policy guidance, and economic analysis provided to construction stakeholders and governments to develop, adopt and implement policies and standards on resource efficiency in buildings and construction practices and related materials through the supply chains.	Economy Division	Regional Offices
8. Sustainable food and agriculture policy frameworks, technical guidance and innovative management practices and incentives are developed for public (inter-disciplinary/ministerial) and private actors to establish sustainable food systems at the country and sub-national levels, including in urban areas	Economy Division	Ecosystems Division, Regional Offices
Outputs planned for the biennium in pursuit of expected accomplishments (c): Public and private sectors increasingly aware of 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	Economy Division	Regional Offices
2. Outreach and communication campaigns and activities to raise public awareness on the benefits of adopting more sustainable consumption and production practices	Communication Division	Economy Division, Ecosystems Division, Regional Offices
3. Technical guidance, tools and best practices developed and provided to governments and other stakeholders to develop, improve and implement consumer information tools.	Economy Division	Regional Offices
4. Sustainable lifestyles and education tools and activities to raise awareness and stimulate change, particularly at urban level, are developed and implemented	Communications Division/Economy Division	Ecosystems Division, Regional Offices
5. Technical and policy guidance as well as methodologies provided to public and private stakeholders to measure, prevent and reduce food waste and for the development of sustainable diet strategies and activities	Economy Division	Ecosystems Division, Communication Division

Table 11 (a)
Financial resource requirement by funding category: resource efficiency

<i>Category</i>	<i>Financial Resources (thousands of United States dollars)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	18,400	(3,200)	15,200
Non-post	21,200	(7,600)	13,600
Subtotal A	39,600	(10,800)	28,800
B. Trust and earmarked funds			
Post	41,000	(18,500)	22,500
Non-post		38,200	38,200
Subtotal B	41,000	19,700	60,700
C. Global trust funds			
Post	-	-	-
Non-post		-	-
Subtotal C	-	-	-
D. Programme support costs			
Post	2,300	100	2,400
Non-post	-	600	600
Subtotal D	2,300	700	3,000
E. Regular Budget			
Post	3,060	-	3,060
Non-post	297	-	297
Subtotal E	3,357	-	3,357
Total (A+B+C+D+E)	86,257	9,600	95,857

Table 11 (b)
Human resource requirement by funding category: resource efficiency

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	60	(14)	46
B. Trust and earmarked funds	35	40	75
C. Global trust funds	-	-	-
D. Programme support costs	7	3	10
E. Regular budget	11	-	11
Total (A + B + C + D + E)	113	29	142

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

Relevant impact level	The Environment under Review sub-programme is viewed as an enabler to Sustainable Development indicators' integration among internal and external stakeholders. The subprogramme is responsible for providing the SDG indicator methodologies used to harmonize country data for international comparability and produce estimates through transparent mechanisms for 26 environment related SDG indicators; quality-assure UN Environment Programme's submission on data & analysis on environmental indicators to the UN SDG Global Database, and the Secretary General's SDG Progress report. Through capacity development, countries are enabled to collect data on SDG indicators to support national sustainable development plans.		
Sustainable Development Goal indicators	The Environment under Review sub-programme is viewed as an enabler to Sustainable Development indicators' integration among internal and external stakeholders. The subprogramme is responsible for providing the SDG indicator methodologies used to harmonize country data for international comparability and produce estimates through transparent mechanisms for 26 environment related SDG indicators; quality-assure UN Environment Programme's submission on data & analysis on environmental indicators to the UN SDG Global Database, and the Secretary General's SDG Progress report. Through capacity development, countries are enabled to collect data on SDG indicators to support national sustainable development plans.		
Relevant United Nations Environment Assembly resolutions	United Nations Environment Assembly Resolution 1/4 Science-policy interface United Nations Environment Assembly Resolution 3/5 – Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals		
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Targets</i>	<i>Relevant Global Sustainable Development Indicators</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 SDG indicators for which UN Environment is Custodian Agency, for which UN Environment reports data to the Global SDG Database (https://unstats.un.org/sdgs/indicators/database/) Unit of measure: Number of SDG indicators for which UN Environment is the Custodian Agency for which data is available on the UN Global SDG Database (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 UN Environment Programme 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 2017 (baseline): 8 December 2019 (expected): + 5 (13) Progress by December 2020: +3 (16) Progress by June 2021: +0 (16 ⁷³) Progress by December 2021: +3 (19) Data sources and analysis plan: (https://unstats.un.org/sdgs/indicators/database/) December 2017 (baseline): 15 December 2019 (expected): 35 Progress by December 2020: +7 (42) Progress by June 2021: +8 (50) Progress expected by December 2021: +7 (57) Data sources and analysis plan: National reporting systems, Environment Live (making country-level data discoverable)	

⁷³ Reporting is yearly, so no target for June, or the same as for December

<p>(iii) Strengthening of the science-policy interface by countries based on the use of data, information and policy analysis in the areas of environmental performance (such as air quality, water quality, ecosystems, biodiversity, waste and hazardous chemicals, the marine environment and emerging issues, among others).</p> <p>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</p> <p>(iv) Increase in the number of indicators to measure the environmental dimension of sustainable development made through Environment Live that are disaggregated by vulnerable groups, especially by gender, geography and age</p> <p>Unit of measure: (a) Number of environmental indicators disaggregated by sex (b) Number of environmental indicators disaggregated by age</p> <p>(v) Increase in the number of relevant global, regional and national forums and institutions using data on environmental trends identified through UN Environment Programme for environmental assessment, early warning on emerging issues and/or facilitation of policy action</p> <p>Unit of measure: Number of global, regional and national forums and institutions</p> <p>(vi) Level of accessibility and ease of use of UN Environment Programme environmental information through open platforms measured against internationally recognized standards for open access to information</p> <p>Unit of measure: Percentage improvement in the level of accessibility and usability</p>	<p>December 2017 (baseline): xxx December 2019 (expected): 20⁷⁴ Progress by December 2020: TBD Progress by June 2021: TBD Progress by December 2021: TBD</p> <p>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</p> <p>December 2017 (baseline): 6 December 2019 (expected): 11 Progress by December 2020: +3 (14) Progress by June 2021: +2 (16) Progress by December 2021: +1 (17)</p> <p>Data sources and analysis plan: Environment Live Database Link to be provided for each indicator at time of reporting</p> <p>December 2017 (baseline): 35 December 2019 (expected): 75 Progress by December 2020: +15 (90) Progress by June 2021: +10 (100) Progress by December 2021: +15 (115)</p> <p>Data sources and analysis plan: Policy documents, resolutions, meeting reports, semantic searches, assessments</p> <p>December 2017 (baseline): 80% December 2019 (expected): 95% Progress by December 2020: +15 (110) Progress by June 2021: +10 (120) Progress by December 2021: +15 (135)</p> <p>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</p>
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⁷⁴ 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.

Strategy

131. The overall objective of the environment under review subprogramme is to empower Governments and other stakeholders in delivering the global environmental assessments by keeping the environment under review ((including strengthening the science-policy interface, delivering environmental assessments, identifying emerging issues and fostering policy action, among others). The subprogramme aims to inform policy makers with environmental assessments and open access to high quality and relevant data and information. Therefore, the subprogramme provides the enabling conditions whereby countries institutionalize Sustainable Development Goal method development, data calibration, and monitoring and reporting. To close the gap between current environmental performance and targets, the science-policy platform provides policy makers with opportunities to analyze different outcomes given diverse policy prescriptions. This interactive innovative approach guide Governments and other stakeholders to continuously refine policies to gain momentum in the enhancements of the environmental dimension of SDGs.
132. The Environment under Review subprogramme as it is an enabler to other subprogrammes, it is also adaptable to allow to examine environmental challenges of different interest to Member States and Stakeholders, and of emerging strategic areas of regional and global focus.
133. The enabling nature of the environment under review subprogramme as an enabler to other subprograms and this can be viewed in three different pillars:
- i. The first pillar is related to data and statistical provision of the environmental aspects of SDGs where methods are developed and authenticated with United Nations Social Commissions and approved by United Nations Statistical Division. The outcome can then be of use to track patterns and progress on the environmental performance through the 26 environmental related SDGs and MEAs across subprogrammes. Also, data can be used to identify trends, emerging issues and fostering policy action(s).
 - ii. The second pillar is capacity development to member states in areas of data mining and calibration, SDG method development, gap assessments, and monitoring and reporting on environmental trends and emerging issues.
 - iii. Data mining, analysis and interpretations for informed policies are instrumental to sound decision making which is the third pillar of the support of this subprogramme to regional fora and countries to achieve the agreed-on targets with the 26-environmental dimension of SDGs.

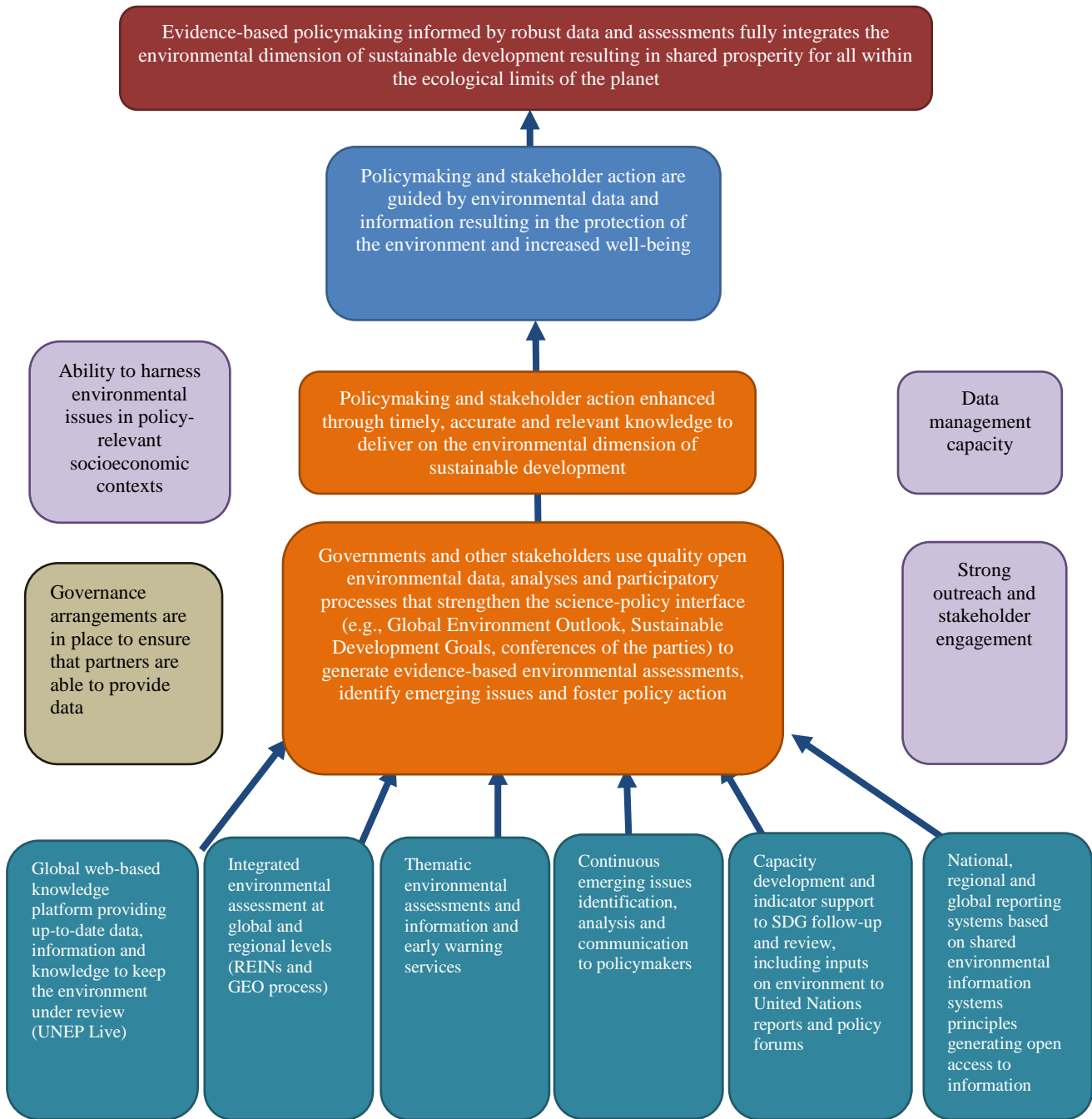
By and large, the combined effect of the three different pillars when quantified can demonstrate the impact of progress towards environmental related SDG targets which is an impact specific to the UN Environment Programme and to the United Nations in general.

134. The ultimate impact that the UN Environment Programme 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 policy making and stakeholder action. science-based decision making is making the new mantra in policy making, more and more countries are moving towards integrated data tabulation, monitoring and calibration including monitoring to track progress within their framework of SDG goal achievements. Data and scientific assessments become instrumental in the design of policy making and the quantified impacts on SDG progress towards targets become more inclusive and meaningful.
135. The UN Environment Programme 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. UN Environment Programme will use innovative and targeted ways of publishing to ensure that information and data in various reports reaches intended target audiences in an effective manner.

136. 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, UN Environment Programme will assist countries in their use of quality open environmental data and participatory processes to generate evidence-based environmental assessments, identify emerging issues and informed policy propositions and recommended actions.
137. This requires the following deliverables to be put in place in the 2020–2021 period to strengthen the Global web-based knowledge platform providing up-to-date data, information and knowledge to keep the environment under review (Environment Live); integrated environmental assessment at global and regional levels (REINs and the Global Environment Outlook process; thematic environmental assessments and information and early warning services; continuous emerging issues identification, analysis and communications; capacity development and indicator support to Sustainable Development Goal follow-up and review, including environmental inputs to United Nations reports and policy forums; national and regional reporting systems based on shared environmental information system principles generating open access to information. 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.
138. The UN Environment Programme will support the strengthening of statistics offices, scientific networks, and partnerships with relevant global earth observation systems. The UN Environment Programme 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. The UN Environment Programme 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.

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 and risks

139. 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. UN Environment Programme will need to ensure that data made available is 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 outputs</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 (Environment Live)	Science	Law, Ecosystems, Economy, Communications, Regional Offices
2. Integrated environmental assessment at global and regional levels (REINs and the Global Environment Outlook process)	Science	Law, Ecosystems, Economy, Communications, Regional Offices
3. Thematic environmental assessments and information and early warning services	Science	Law, Ecosystems, Economy, Communications, Regional Offices
4. Continuous emerging issues identification, analysis and communications	Science	Law, Ecosystems, Economy, Communications, Regional Offices
5. Capacity development and indicator support to Sustainable Development Goal follow-up and review, including environmental inputs to United Nations reports and policy forums	Science	Law, Ecosystems, Economy, Communications, Regional Offices
6. National and regional reporting systems based on shared environmental information system principles generating open access to information	Science	Law, Ecosystems, Economy, Communications, Regional Offices

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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	13,600	(1,400)	12,200
Non-post	15,700	(7,500)	8,200
Subtotal A	29,300	(8,900)	20,400
B. Trust and earmarked funds			
Post	14,100	(11,300)	2,800
Non-post		4,500	4,500
Subtotal B	14,100	(6,800)	7,300
C. Global trust funds			
Post	2,300	(2,100)	200
Non-post		3,100	3,100
Subtotal C	2,300	1,000	3,300
D. Programme support costs			
Post	1,000	(700)	300
Non-post		100	100
Subtotal D	1,000	(600)	400
E. Regular Budget			
Post	4,162	-	4,162
Non-post	1,362	-	1,362
Subtotal E	5,523	-	5,523
Total (A+B+C+D+E)	52,223	(15,300)	36,923

Table 12 (b)
Human resource requirement by funding category: environment under review

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	47	(4)	43
B. Trust and earmarked funds	9	2	11
C. Global trust funds	1	-	1
D. Programme support costs	3	(2)	1
E. Regular budget	12	-	12
Total (A + B + C + D + E)	72	(4)	68

Note: Figures may vary slightly due to rounding off.

(vi) Programme management and support

140. Programme management and support comprises corporate services provided by the UN Environment Programme Corporate Services Division. 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.

141. The primary role of the Corporate Services Division 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. It mitigates UN Environment Programme's exposure to risk while guarding its corporate interest and oversees efficient and effective management, in line with the organization's accountability requirements, rules, regulations and UN core values. The division covers administrative management elements in human resources, finance and budget as well information and communications technology. In addition, programme support functions are also embedded in various substantive elements including programme/project planning, monitoring and reporting as well as resource mobilization.

142. 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 the Global Environment Facility 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.

143. 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 UN Environment Programme 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) show the budget changes in the Corporate Services. Overall the budget has increased by \$2.08 million (5.7 per cent), compared to the budget of 2018–2019 as a result of projected expansion of support needed for a higher level of programmatic activities from trust and earmarked funding and Global funding by more than \$632 million. It is worth noting that, a considerable part of Programme Support provision will continue meeting the cost of our service providers, United Nations Office at Nairobi and the United Nations Office at Geneva services, as well as the Office of Internal Oversight Services (OIOS), information technology licenses such as Outlook 365 licence costs, and Umoja central support costs.

144. As part of the UN Environment Programme 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 performance information on results achieved based on what was planned in the programme of work, oversight information on compliance with norms, standards and evaluation and oversight recommendations. Furthermore, the performance and compliance information are essential in apprising the Member States and other partners of the value, relevance and transparency of UN Environment Programme. The business intelligence function of Umoja will be used as an important tool for decision-making, risk management and reporting.

145. UN Environment Programme is expecting the deployment of Umoja next generation extension (UE2) that encompasses new tools and processes covering strategic management, project management, budget formulation, implementing partners, fund raising, supply chain, and conference and events management. The new modules will ultimately enhance management efficiency and effectiveness as well as the ability of UN Environment Programme to manage and report programme and finance information and results in an integrated manner. The new extension is expected to speed up the implementing partners selection and management processes and provide full audit trail; therefore, achieving high standard of transparency. The deployment of these modules will be followed by training and capacity building sessions that is projected to continue through 2020.

146. On December 24th 2017, the General Assembly adopted resolution 72/266 "Shifting the management paradigm in the United Nations", based on the Secretary General's report and its review by

relevant bodies, including the Advisory Committee on Administrative and Budgetary Questions report number 72/7 and the 5th Committee report 72/682. With regards to the UN Secretariat planning and budgeting process, the overall objective of the reform is making the United Nations more responsive to the demands of a fast-changing world includes having a planning and budgeting process that is transparent and agile, a process that ensures that resources are best allocated for the effective and efficient delivery of mandates. We are yet to receive guidelines from the UN Department of Management in order to assess the full impact of the reform on UN Environment Programme; however, the immediate realized impact is shifting from a biennial to an annual Regular Budget process.

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

Expected accomplishments of the Secretariat

(a) UN Environment Programme makes management decisions based on risk information

Indicators of achievement

Percentage increase in significant corporate risks identified by UN Environment Programme 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 operations⁷⁵

(ii) Increase in the number of key operational areas that are governed by up-to-date UN Environment Programme specific norms, guidelines and standard operating procedures

Unit of measure: Number of key operational areas that are governed by up-to-date, UN Environment Programme -specific norms, guidelines and standard operating procedures

December 2015 (baseline): 3⁷⁶
 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

December 2014 (baseline): 3⁷⁷
 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

⁷⁵ 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.

⁷⁶ The baseline includes the recently approved environment and social safeguards policy and a gender policy, resource mobilization policy and GEF guidelines.

⁷⁷ Gender, GEF coordination, procurement.

<p>(iii) Percentage increase of UN Environment Programme projects that can demonstrate the integration of environment and social safeguards, including gender considerations, in project implementation</p> <p>Unit of measure:</p> <p>(a) Percentage of projects that have implemented/are implementing gender actions</p> <p>(b) Percentage of projects that have integrated environmental, social and economic sustainability in project design</p>	<p>(a) December 2014 (baseline): TBD</p> <p>December 2017 (expected): +50 per cent (50 per cent)</p> <p>Progress expected by December 2018: +10 per cent (60 per cent)</p> <p>Progress expected by June 2019: +5 per cent (65 per cent)</p> <p>December 2019: +5 per cent (70 per cent)</p> <p>(b) December 2014 (baseline): 0</p> <p>December 2017 (expected): +40 per cent (40 per cent)</p> <p>Progress expected by December 2018: +20 per cent (60 per cent)</p> <p>Progress expected by June 2019: +5 per cent (65 per cent)</p> <p>December 2019: +5 per cent (70 per cent)</p> <p>Data sources and analysis plan:</p> <p>Programme information management system and analysed projects. Approved environmental social and economic review notes</p>
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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>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment fund			
Post	5,600	2,300	7,900
Non-post	1,300	(1,220)	80
UNON/UNOG Bills	6,650	(2,630)	4,020
After Service Health provision	1,250	(1,250)	-
Subtotal A	14,800	(2,800)	12,000
B. Trust and earmarked funds			
Post	900	300	1,200
Non-post	-	200	200
Subtotal B	900	500	1,400
C. Global trust funds			
Post	3,400	100	3,500
Non-post	-	700	700
Subtotal C	3,400	800	4,200
D. Programme support costs			
Post	13,500	(4,800)	8,700
Non-post	-	531	531
UNON/UNOG Bills	2,000	3,180	5,180
Umoja GSDM Costs	-	3,469	3,469
After Service Health provision	-	1,200	1,200
Subtotal D	15,500	3,580	19,080
E. Regular Budget			
Post	1,862	-	1,862
Non-post	43	-	43
Subtotal E	1,905	-	1,905
Total (A+B+C+D+E)	36,505	2,080	38,585

Table 13 (b)
Human resource requirement by funding category: programme management and support

<i>Category</i>	<i>Staffing resources (number of posts)</i>		
	<i>2018-2019</i>	<i>Changes</i>	<i>2020-2021</i>
A. Environment Fund	24	12	36
B. Trust and earmarked funds	-	6	6
C. Global trust funds	10	3	13
D. Programme support costs	35	7	42
E. Regular budget	6	(1)	5
Total (A + B + C + D + E)	75	27	102

vary slightly due to rounding off.

Annex I

Relevant impact level Sustainable Development Goal indicators for the United Nations Environment Programme

- 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions; 1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups (tier III)
- 1.5.: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters *Indicator: 1.5.3 Number of countries with national and local disaster risk reduction strategies*
- 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality. Indicator: 2.4.1 Proportion of agricultural area under productive and sustainable agriculture. (Tier III, FAO, UN Environment Programme);
- 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination Indicators: 3.9.1 Mortality rate attributed to household and ambient air pollution – custodian agency: WHO, Tier I, 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene –custodian agency: WHO, Tier I, 3.9.3 Mortality rate attributed to unintentional poisoning – custodian agency: WHO, Tier I
- 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. Indicators: 6.3.1 Proportion of wastewater safely treated – custodian agencies: WHO, UN-Habitat, UNSD – Tier II, 6.3.2 Proportion of bodies of water with good ambient water – custodian agency: UN Environment Programme – Tier II
- 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes. Indicator: 6.6.1 Change in the extent of water-related ecosystems over time. (Tier II, UN Environment Programme, Ramsar);
- 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services. 7.1.1 Proportion of population with access to electricity (*Tier I, custodian agency: World Bank*) 7.1.2 Proportion of population with primary reliance on clean fuels and technology (*Tier I, custodian agency: WHO*)
- 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix. *Indicators: 7.2.1 Renewable energy share in the total final energy consumption (possible custodian agency: UNSD, IEA, IRENA, Tier I),*
- 7.3 By 2030, double the global rate of improvement in energy efficiency. *7.3.1 Energy intensity measured in terms of primary energy and GDP (Tier I, custodian agencies: UNSD, IEA)*
- 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. *Indicator: 9.4.1 CO2 emission per unit of value added (Tier I, custodian agency: UN Industrial Development Organization, International Energy Agency)*
- 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 *Indicators: 11.b.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, 11.b.2 Number of countries with national and local disaster risk reduction strategies*
- 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. Indicators: 11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities – custodian agency: UN-Habitat, UNSD – Tier II 11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted) – custodian agency: WHO, Tier I
- 12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in

accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities. Indicator: 12.c.1 Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels (Tier III, UN Environment Programme)

12.2 By 2030, achieve the sustainable management and efficient use of natural resources & 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, with developed countries taking the lead. Indicators: 12.2.1 (8.4.1) Material footprint, material footprint per capita, and material footprint per GDP (Tier III, custodian), 12.2.2 (8.4.2) Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP (Tier I, UN Environment Programme)

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. Indicators: 12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement – custodian agency: UN Environment Programme – Tier I, 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment – custodian agency: UNSD, UN Environment Programme – Tier III

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. Indicator: 12.5.1 National recycling rate, tons of material recycled (Tier III, UN Statistics Department/UN Environment Programme)

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.1.1 *Indicator: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (Tier II, custodian agency: UNISDR)*

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from landbased activities, including marine debris and nutrient pollution. Indicator: 14.1.1 Index of coastal eutrophication and floating plastic debris density. (Tier III, UN Environment Programme, IOC-UNESCO, IMO, FAO);

14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans. Indicator: 14.2.1 Proportion of national exclusive economic zones managed using ecosystem-based approaches. (Tier III, UN Environment Programme, IOC-UNESCO);

14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels. *Indicator: 14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations (Tier III, custodian agency: IOC-UNESCO, UN Environment Programme)*

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. *Indicator 15.1.1 Forest area as a proportion of total land area (Tier I, custodian agency: FAO); 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. (Tier I, UN Environment-WCMC, UN Environment Programme, Ramsar)*

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. *15.2.1 Progress towards sustainable forest management (Tier III, custodian agency: FAO)*

15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world. *Indicator: 15.3.1 Proportion of land that is degraded over total land area (Tier III, custodian agency: UNCCD, FAO, UN Environment Programme)*

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. Indicator: 15.5.1 Red List Index. (Tier I, IUCN, UN Environment Programme, CITES);

15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts Indicator: 15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020. (Tier III, CBD Secretariat, UN Environment

Programme).

16.b Promote and enforce non-discriminatory laws and policies for sustainable development; 16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law (custodian agency: OHCHR - Tier III)

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements; 16.10.1 Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months (custodian agency: OHCHR; partner agencies: ILO, UNESCO; Tier III)

17.14 Enhance policy coherence for sustainable development; 17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development (custodian agency: UN Environment Programme– Tier III)

Annex II

United Nations Environment Assembly Resolutions

United Nations Environment Assembly 1

- 1/1. Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme
- 1/2. Amendments to the rules of procedure
- 1/3. Illegal trade in wildlife
- 1/4. Science-policy interface
- 1/5. Chemicals and waste
- 1/6. Marine plastic debris and microplastics
- 1/7. Strengthening the role of the United Nations Environment Programme in promoting air quality
- 1/8. Ecosystem-based adaptation
- 1/9. Global Environment Monitoring System/Water Programme (GEMS/Water).
- 1/10. Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication
- 1/11. Coordination across the United Nations system in the field of the environment, including the Environment Management Group
- 1/12. Relationship between the United Nations Environment Programme and multilateral environmental agreements
- 1/13. Implementation of Principle 10 of the Rio Declaration on Environment and Development
- 1/14. Revised programme of work and budget for the biennium 2014–2015
- 1/15. Proposed programme of work and budget for the biennium 2016–2017
- 1/16. Management of trust funds and earmarked contributions
- 1/17. Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility

Decisions

- 1/1. Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
- 1/2. Provisional agenda, date and venue of the second session of the United Nations Environment Assembly

United Nations Environment Assembly 2

- 2/1 Amendments to the rules of procedure
- 2/2 Role and functions of the regional forums of ministers of environment and environment authorities
- 2/3 Investing in human capacity for sustainable development through environmental education and training
- 2/4 Role, functions and modalities for UN Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the Sustainable Development Goals
- 2/5 Delivering on the 2030 Agenda for Sustainable Development
- 2/6 Supporting the Paris Agreement
- 2/7 Sound management of chemicals and waste
- 2/8 Sustainable consumption and production
- 2/9 Prevention, reduction and reuse of food waste
- 2/10 Oceans and seas
- 2/11 Marine plastic litter and micro-plastics
- 2/12 Sustainable coral reefs management
- 2/13 Sustainable management of natural capital for sustainable development and poverty eradication
- 2/14 Illegal trade in wildlife and wildlife products
- 2/15 Protection of the environment in areas affected by armed conflict
- 2/16 Mainstreaming of biodiversity for well-being
- 2/17 Enhancing the work of UN Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity- related conventions
- 2/18 Relationship between UN Environment Programme and the multilateral environmental agreements for which it provides the secretariat
- 2/19 Midterm review of the Programme for the Development and Periodic Review of Environment Law

(Montevideo Programme IV)

2/20 Proposed medium-term strategy for 2018-2021 and programme of work and budget for 2018-2019

2/21 Sand and dust storms

2/22 Review of the cycle of sessions of United Nations Environment Assembly of UN Environment Programme

2/23 Management of trust funds and earmarked contributions

2/24 Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands

2/25 Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region

United Nations Environment Assembly 3

3/1 Pollution mitigation and control in areas affected by armed conflict or terrorism

3/2 Pollution Mitigation by Mainstreaming Biodiversity into Key Sectors

3/3 Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development

3/4 Environment and Health

3/5 Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals

3/6 Managing soil pollution to achieve Sustainable Development

3/7 Marine litter and microplastics

3/8 Preventing and reducing air pollution to improve air quality globally

3/9 Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries

3/10 Addressing water pollution to protect and restore water-related ecosystems

3/11 Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”

Decisions

3/Decision 1

Extension of the delivery date for the sixth Global Environment Outlook report

3/Decision 2

Provisional agenda, date and venue of the fourth session of the United Nations Environment Assembly

3/Decision 3

Management of trust funds and earmarked contributions

Annex III

Recommendations of the United Nations Board of Auditors⁷⁸

Audited financial statements of the United Nations Environment Programme for the year ended 31 December 2017

147. The United Nations Office at Nairobi prepared on behalf of UN Environment Programme 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 2017. The financial statements were reviewed by UN Environment Programme and signed by Executive Director on 31 March 2018. They were submitted on 31 March 2018 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. UN Environment Programme accounts were audited by the audit office in the United Republic of Tanzania.
148. The Board issued an unqualified audit opinion on the financial statement of United Nations Environment Programme for the year ended 31 December 2017. In addition, the Board of Auditors found no significant errors, omissions or misstatements which could affect its opinion on the UN Environment Programme financial statements. However, the Board of Auditors did note some areas of improvement in its report that require management action and are detailed in table B below.
149. During the period 2010-2017, the Board of Auditors issued 25 recommendations as shown in the table A below. In their most recent audit for the year ended 2017, they issued eight recommendations of which four are main recommendations. All recommendations were accepted and are under implementation as shown in Table B.

Table A
Summary of status of implementation of Board of Auditors recommendations up to the year ended 31 December 2017

<i>Period</i>	<i>Implemented</i>	<i>Under Implementation</i>	<i>Overtaken by events</i>	<i>Not implemented</i>	<i>Total</i>
2017	-	8	-	-	8
2016	5	3	1	-	9
2015	2	3	-	-	5
2014	1	-	1	-	2
2010-2013	1	-	-	-	1
Total	9	14	2	-	25
Percentage	36	56	8	-	100

⁷⁸ 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>1) UN Environment Programme does not maintain a database which can be used for analysing the receivables from voluntary contribution in accordance with schedules of payments based on the donor agreements.</p> <p>Board recommends that UN Environment Programme:</p> <ul style="list-style-type: none"> a) Establish a mechanism to be used to identify receivables from voluntary contributions on regular basis and analyse them according to their due dates; and b) Institute a mechanism to ensure regular communication and follow-up of all overdue pledges as required under the UN Environment Programme Manual (2016). 	<p>Responsible unit: Corporate Services Division Status: Under implementation Target date: March 2019</p>
<p>2) The Board noted inadequate management actions and mechanisms to address challenges related to project administrative issues reported by project managers in the Project Information Management System. The challenges which were yet to be included in the action plan and hence not addressed consisted of delays in implementation of projects due to legal issues, delays in human resources recruitment and procurement, implementing partners who lacked technical capacity as well as issues on clear ownership for the implemented project.</p> <p>Board recommends that UN Environment Programme:</p> <ul style="list-style-type: none"> a) Introduce a mechanism that will adequately include project administrative and ownership challenges into management action plans and follow-up to ensure that comprehensive management action is taken to address the identified challenges. 	<p>Responsible unit: Programme and Policy Division Status: Under implementation Target date: December 2020</p>
<p>3) From the review of projects' data in Umoja and the Project Management Information System (PIMS), the Board noted some inconsistencies in financial records mainly caused by inadequate internal controls.</p> <p>Board recommends that UN Environment Programme:</p> <ul style="list-style-type: none"> a) Introduce a mechanism to enforce prompt recording of projects financial information in Umoja and regularly update the project financial data in the system; and b) Ensure all transactions in Umoja are related to valid and approved project in support of the Programme of Work. 	<p>Responsible unit: Corporate Services Division Status: Under implementation Target date: December 2018</p>
<p>4) The board is of the view that since the UN Environment Programme Manual does not provide for procedures of assessment and selection of an Implementing Partner, UN Environment Programme need to consider developing guidelines to help the field offices in assessing and selecting implementing partners including those from the not-for-profit public sector organization.</p>	<p>Responsible unit: Corporate Services Division Status: Under Implementation Target date: December 2020</p>

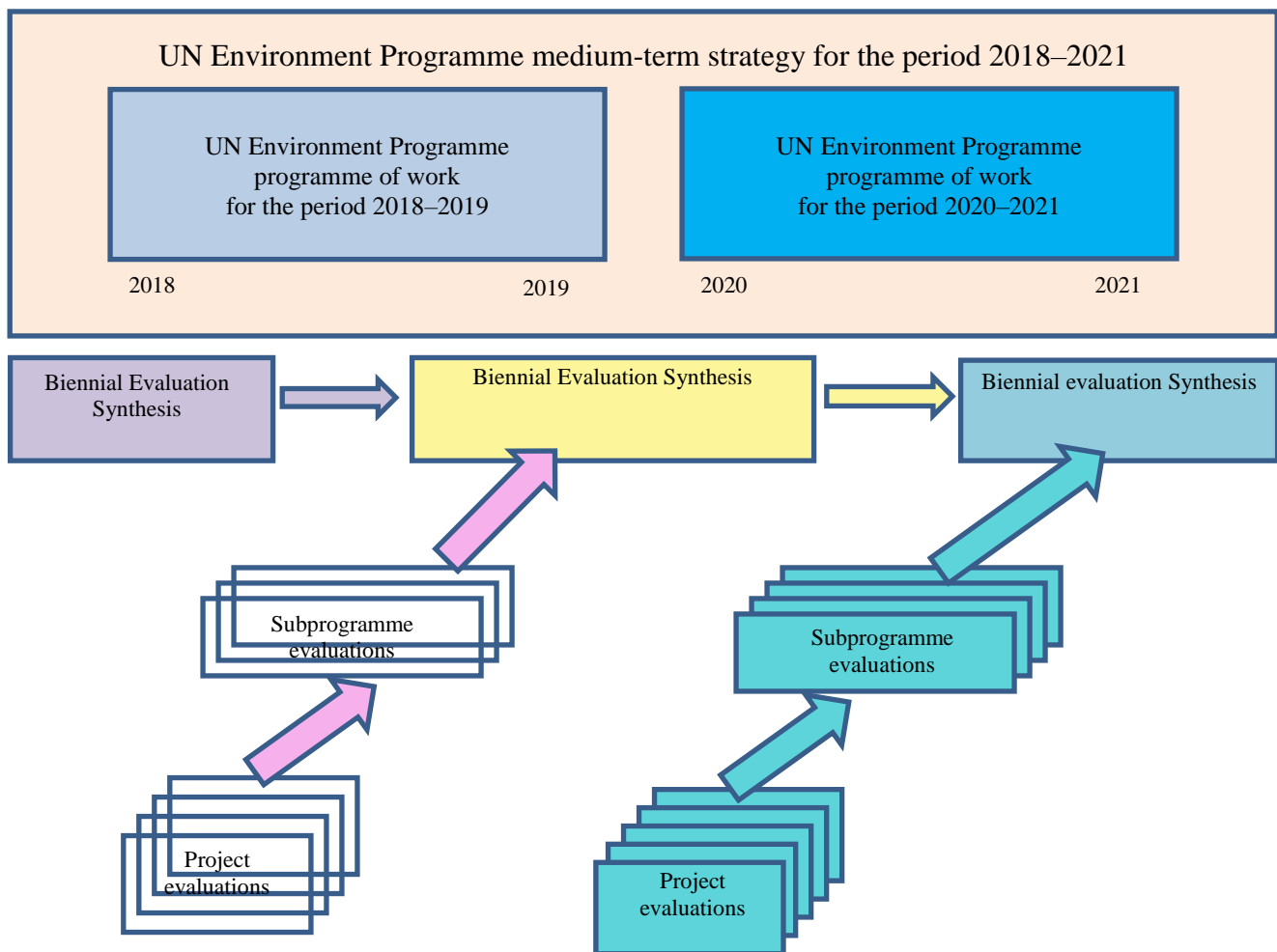
<i>Action recommended by the Board of Auditors</i>	<i>Action taken in response to the recommendation</i>
<p>The Board recommends that UN Environment Programme:</p> <p>a) Establish guidelines for field offices on how to assess and select implementing partners who are not-for-profit organizations</p>	
<p>5) In review of a list of users and their roles in Umoja, the Board noted some users were granted conflicting roles contrary to the Umoja enterprise role guide and best practice in segregation of duties principles.</p> <p>Board recommends that UN Environment Programme:</p> <p>a) in collaboration with UNON review all the roles that have been granted in Umoja and eliminate all conflicting roles granted to users; and</p> <p>b) establish procedures to ensure that user roles are reviewed regularly by the process owners to ensure that all roles commensurate to job descriptions and are not conflicting.</p>	<p>Responsible unit: Corporate Services Division and Department of Management (UN Secretariat) Status: Under Implementation Target date: December 2018</p>
<p>6) The Board found existence of delays in deprovisioning of separated staff and user accounts that remained inactive for a long time thereby exposing the organization to risk of unauthorized access to the system which may compromise the integrity of data.</p> <p>The Board recommends that UN Environment Programme:</p> <p>a) ensures that all user accounts for separated staff and those that remain dormant for three consecutive months are deactivated on regular basis and in a timely manner.</p>	<p>Responsible unit: Corporate Services Division and Department of Management (UN Secretariat) Status: Under Implementation Target date: December 2018</p>
<p>7) A review of the disposal of the retired ICT assets showed delays in updating the assets information in the system and delays in disposal of assets that have been retired from use.</p> <p>The Board recommends that UN Environment Programme ensures:</p> <p>a) the assets information in Umoja are updated and in a timely manner; and</p> <p>b) unserviceable or obsolete assets are promptly identified, written off and disposed.</p>	<p>Responsible unit: Corporate Services Division Status: Under implementation Target date: March 2019</p>
<p>8) The Board found that there was inadequate staff awareness of the Anti-fraud and Anti-corruption policy due to non-completion of the mandatory training on anti-fraud and that this may have negative impact on identification, mitigation and detection of fraud risks.</p> <p>The Board recommends UN Environment Programme:</p> <p>a) Issue a policy document on Anti-Fraud and Anti-Corruption based on the UN Secretariat framework.</p>	<p>Responsible unit: Corporate Services Division Status: Under Implementation Target date: December 2018</p>

Annex VI

Evaluation plan for the period 2020–2021

150. A prominent feature of the medium-term strategy and its constituent programmes of work is its results orientation. This is mirrored by the UN Environment Programme 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.
151. 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

152. A set of standard parameters are applied to evaluate performance and assist aggregation of performance across different UN Environment Programme 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

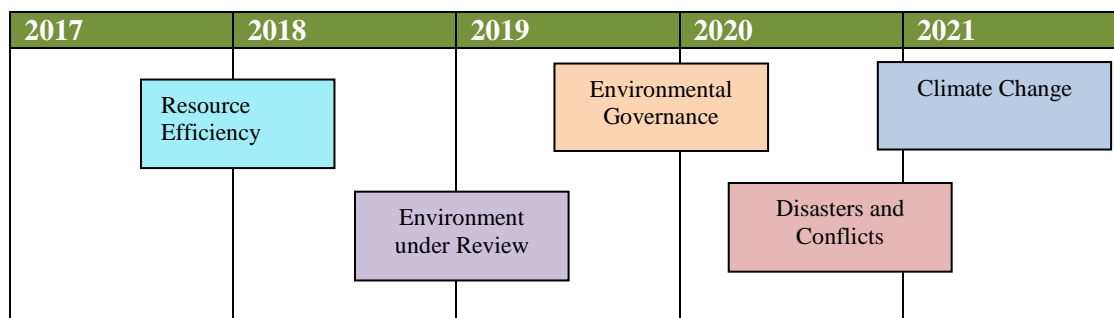
153. The scope of the work of the evaluation function of UN Environment Programme comprises the programmes and projects of the Environment Fund, related trust funds and projects of the Global Environmental Facility (GEF) and Green Climate Fund (GCF) that are implemented by UN Environment Programme. Specifically, the objectives of this plan are:
- To assess the effectiveness, efficiency, relevance, quality, usefulness and impact of UN Environment Programme programmes;
 - To derive and share lessons learned from the implementation of programme and project activities; and
 - To ensure that evaluation recommendations issued and accepted by UN Environment Programme programme management and division directors are implemented.

Planned activities and related outputs

Subprogramme evaluations

154. The sequence of evaluations of UN Environment Programme 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 UN Environment Programme 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

155. 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

156. At the end of the 2020–2021 biennium an evaluation synthesis report will be prepared, which will summarize the performance of UN Environment Programme 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 UN Environment Programme 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 UN Environment Programme staff.

Compliance with evaluation recommendations

157. 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.