UNITED
NATIONS

EP

United Nations
Environment Assembly of the
United Nations Environment
Programme

**United Nations Environment Assembly of the
United Nations Environment Programme
Fourth session**
Nairobi, 11–15 March 2019
Item 5 (c) of the agenda*
**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[1]

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.

   [1] All references to dollars ($) are to United States dollars.

K1802820   141218

Contents

List of abbreviations

AOSIS	Alliance of Small Island States
CBD	Convention on Biological Diversity
CCF	country capacity framework
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DDT	dichlorodiphenyltrichloroethane
DESA	Department of Economic and Social Affairs
DOALOS	Division for Ocean Affairs and the Law of the Sea
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
ECE	Economic Commission for Europe
FAO	Food and Agriculture Organization of the United Nations
GCC	Gulf Cooperation Council
GCF	Green Climate Fund
GEF	Global Environment Facility
IEA	International Energy Agency
ILO	International Labour Organization
IOC	Intergovernmental Oceanographic Commission
IPSAS	International Public Sector Accounting Standards
IRENA	International Renewable Energy Agency
ITC	International Trade Centre
IUCN	International Union for Conservation of Nature and Natural Resources
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Cooperation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
PCB	polychlorinated biphenyl
POP	persistent organic pollutant
REDD	Reducing Emissions from Deforestation and Degradation

SAICM	Strategic Approach to International Chemicals Management
Samoa Pathway	SIDS Accelerated Modalities of Action (SAMOA) Pathway
SDG	Sustainable Development Goal
SIDS	small island developing States
UNCCD	United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCO-UIS	UNESCO Institute for Statistics
UNFCCC	United Nations Framework Convention on Climate Change
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations Office for Disaster Risk Reduction
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
UNSD	United Nations Statistics Division
UNWTO	World Tourism Organization
VISC	voluntary indicative scale of contributions
WCMC	World Conservation Monitoring Centre
WHO	World Health Organization
WFP	World Food Programme
WTO	World Trade Organization

I.   Introduction

1.   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 United Nations 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 period 2018–2021), the programme of work for the biennium 2020–2021 provides the detailed elements of what UNEP will deliver during the second half of the strategy and how performance will be measured.

A.   Overall orientation

2.   UNEP is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment. Its mandate derives from General Assembly resolution 2997 (XXVII). The governing body of UNEP further clarified the mandate of UNEP in Governing Council 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 in resolutions 53/242 in 1999 and 66/288 and 67/213 in 2012.

3.   Within its mandate, UNEP promotes 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 sustainable development agenda, "The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet",[2] 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 and income inequality, inadequate infrastructure, youth unemployment, social exclusion, environmental degradation and the depletion of natural resources, which hinder long-term economic growth while exacerbating global inequalities) and defines a new paradigm for sustainable development in which the environment is no longer treated in a silo.

4.   The Environment Assembly convened its second session in May 2016 and adopted resolution 2/5 on "Delivering on the 2030 Agenda for Sustainable Development", whereby the universal-membership Environment Assembly committed itself 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 and fostering partnerships for achieving environmental goals and resource mobilization. At its second session, the Environment Assembly also guided UNEP in aligning its strategic planning with the 2030 Agenda and its 17 Sustainable Development Goals (SDGs) through the approval of the medium-term strategy for 2018–2021, which forms the framework for this programme of work and budget, thus giving both the Environment Assembly and UNEP a critical role in supporting countries in achieving the environmental dimension of sustainable development.

5.   The medium-term strategy for 2018–2021 builds on the outcome document of the United Nations Conference on Sustainable Development, "The future we want",[3] and the 2030 Agenda 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. Integration of environmental considerations into development planning results in a more equitable distribution of resources, leading to healthier people. Science is fundamental to providing solutions to 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 both the risks and the opportunities of new developments is therefore at the heart of the work of UNEP and is embedded throughout this programme of work. The medium-term strategy for 2018–2021 provides a stepping stone towards a

---

[2] A/69/700.

[3] General Assembly resolution 66/288, annex.

vision of 2030 in which human beings live on a healthier planet.

6.   To achieve this ambitious 2030 vision, UNEP, as the leading global environmental authority, will promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serve as an authoritative advocate for the environment. UNEP will also meet the particular needs of regions and countries by tailoring work to address their diverse environmental challenges, from addressing their varying vulnerability to climate change[4] and disasters to improving ecosystem health, resource efficiency and air quality. Such activities will also help countries implement the environmental dimension of the 2030 Agenda, the resolutions of the Environment Assembly, the multilateral environmental agreements and the plans, resolutions and decisions of their conferences of the parties and internationally agreed global environmental goals.[5] The medium-term strategy for 2018–2021 also takes into account regional priorities and emerging issues identified through global and regional forums;[6] the Global Environment Outlook process and other assessments; the UNEP environmental foresight process; and consultations with major groups and stakeholders. The strategy aims to make the most of the comparative advantage of UNEP, which is to provide an environmental lens through which to view, understand and advise on sustainable development.

7.   UNEP will deliver this work within the context of seven priority areas, or subprogrammes, 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 learned

8.   The programme of work and budget for 2020–2021 cover the second biennium of the medium-term strategy for 2018–2021, which sets out the overall strategic direction and expected accomplishments. The programme of work for 2020–2021 incorporates a number of improvements, building on the milestones reached and the lessons learned during the first biennium. UNEP is an organization that strives for continuous improvement. In addition to internal continuous learning processes, it draws on a range of internal and external critical reviews to identify opportunities for improvement. Several lessons from monitoring, evaluations, inspections and audits have informed the design of the new programme of work. A key lesson learned is that work must be related to core mandates and there must be a causal link between core work, subprogramme results and a funding analysis. Another lesson is that the indicators of achievement must measure the expected accomplishments, and not some broader result not exclusively attributable to UNEP. Highlighted below are some of the key lessons learned about budgeting, funding, monitoring/reporting, operational delivery and gender. Examples of lessons learned for each subprogramme are included.

9.   ***Budgeting.*** The proposed budgets stem from an internal process that took into consideration historical trends in expenditures, income and results. The outcome of this process is illustrated in the realistic levels of the budget envelopes against each funding source. With regards to the Environment Fund, the $200 million envelope envisages a level of ambition equivalent to $50 million to be implemented in line with the 2017 approved resource mobilization strategy that is expected to be fully underway by the end of 2019. The lessons learned from the assessment of the previous programme performance reports, along with the new budget allocation process implemented in 2018, resulted in realistic provision for staff and non-staff requirements. The number of staff positions reflects the

---

[4] The effects of climate change are likely to affect women more than men, particularly in developing countries, given that women represent the majority of the world's poor and are often more socially excluded.

[5] Known as the Global Environmental Goals, these are available at http://geg.informea.org under the "Goals" tab. The compilation of these goals is ongoing.

[6] Including the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Samoa Pathway).

actual funded positions against each funding source and across the various subprogrammes and budget components. These numbers were further adjusted to reflect the changes expected from the internal reform to streamline administrative and programmatic functions at all levels of the organization, including the executive direction and management component. The budgets against the earmarked and global funds, as well as the programme support costs, are indicated under each subprogramme on the basis of contributions in the biennium 2016–2017.

10.   *Monitoring and reporting.* To improve the programme of work for 2020–2021 and build on lessons learned, each subprogramme section now sets out how SDG indicators are positioned both at the impact and the indicator level and how Environment Assembly resolutions are aligned. The resolutions are fully integrated into the programme of work. 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; most cut across the entire programme. For example, Environment Assembly 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 the cross-cutting SDG indicators and a list of the Environment Assembly resolutions and decisions can be found in annexes I and II.

11.   Indicators are an "indication" of work and do not always represent the full picture, for example, an appropriate balance between attribution and contribution. Maintaining the same indicators over time provides the longitudinal view of performance that member States often ask for. Given that the programme of work and budget for 2020–2021 lie within the framework of the 2018–2021 medium-term strategy, it is important to have a degree of consistency to measure performance within the medium-term strategy period. In the light of these performance measurement and accountability concerns, the indicators in the 2020–2021 programme of work and budget match, where appropriate, the ones that member States approved in the programme of work and budget for 2018–2019.

12.   All the performance indicators mentioned in the subprogrammes refer to the contribution or support of UNEP. In some cases, where the recently adopted SDG indicator was similar to that of UNEP, the SDG indicator was adopted. In such cases, the SDG indicators are to be achieved by member States, though they will be attributed through UNEP support. In many cases, the environmental indicators in the global SDG indicator framework do not have a data set or agreed methodology for quantification (i.e., tier III indicators), in which case they are not appropriate for use.

13.   *Monitoring.* In certain areas of work, change must be monitored over a term longer than a single biennium or even the four years of the medium-term strategy. UNEP must identify parameters for many key areas of engagement, and they must be aligned with the 2030 Agenda and Environment Assembly resolutions. At the same time, monitoring instruments need to be flexible enough to permit adaptive management and swift decision-making, thus ensuring improved delivery.

14.   *Operational delivery.* A key lesson learned is that for successful programme delivery, UNEP should engage in robust consultations with member States on partnerships and new initiatives. Such consultations should in particular take place when new endeavors require substantive new resources or infringe on existing core resources and/or outcomes. Consultations should also take place to ensure that member States and UNEP have a shared understanding of the organization's role in new initiatives. In addition, many areas have been identified where UNEP could build on lessons learned to enhance its operational delivery. These include enhanced collaboration (internally and externally), improved results-based management, securing funding, human resources strategy and regional delivery.

15.   *Enhanced collaboration.* Sustainable development is a universal goal and success is unlikely to come from any single player working on its own. Thus UNEP continues to enhance its collaborative approach both internally and externally. There is a need to measure the progress that UNEP leverages through all its partnerships. Agreements need to be sought with partners to ensure that the results attributable to the multiplier effect of partnership with UNEP, including within the United Nations system, can be tracked and accurately measured.

16.   *Results-based management*. The continuing transition towards results-based management is as much a transformation of the institution's internal culture as it is a management issue. UNEP continues to build capacity in this area through a range of initiatives, including learning best practices from other organizations. UNEP is also taking a number of steps to enhance its capacity to deliver results, which include measuring and enhancing UNEP value for money and business models, strengthening the environmental, social and economic safeguards policy and a gender policy and action plan, enhancing its programming and delivery capacity through standard procedures, development in Umoja, simplified legal instruments, training and other forms of capacity-building at both UNEP headquarters and regional offices.

17. *Funding*. Efforts by UNEP to widen and secure the resource base for the execution of the programme of work, both by UNEP directly and by its partners, need to be sustained. Securing contributions to the Environment Fund or funding that is only softly earmarked is indispensable if UNEP is to maintain its ability to deliver in accordance with the priorities agreed upon by its member States. A key lesson learned was for the organization to define its comparative advantage and funding needs strategically, for both core and earmarked funding, and to comprehensively look at the landscape for potential funding sources. This culminated in the development of a new resource mobilization strategy that brought together expertise from across the organization.

18. *Human resources*. Among other lessons was that UNEP needs to pay more attention to developing its human resource strategy, outlining the technical and managerial competences needed for implementation of the medium-term strategy. The newly appointed director of corporate services will be tasked with developing this approach for delivery by 2020–2021.

19. *Regional delivery*. Another key lesson is the need for greater clarity regarding the regional delivery of the programme of work and the accountability within the organization for such delivery. The UNEP structure provides for posting staff to regional offices to ensure these are adequately staffed. This supports the services required for each subprogramme, while ensuring access by such staff to technical divisions and services. With the reform of the United Nations development system, UNEP will analyse the implications of its approach to regional and country engagement in order to put in place optimal institutional arrangements between the regional offices and divisions and engage with the reformed development system to deliver the programme of work at the regional level.

20. *Gender.* UNEP remains committed to promoting gender equality and women's empowerment in the area of sustainable development. A number of lessons have been learned since the adoption in 2016 of the Organization's policy and strategy on gender equality. For example, it is important to understand relevant gender equality issues and their relation to the environment and strengthen the ability to articulate gender and environment perspectives in policy development and implementation. Thus, UNEP aims to ensure that gender analysis informs all planning and project design and gender considerations are fully reflected in monitoring frameworks. Similarly, all data used in project planning, baselining and monitoring are disaggregated by sex. Gaps in data and statistics which can be used to measure these priority issues identified by the Global Gender and Environment Outlook will be addressed. In addition, good practices and country examples need to be summarized and shared.

21. *Climate change.* The pre-release Emissions Gap Report of 2018 shows that the contribution of non-state actors to additional emission reductions is still quite limited compared to what countries have already pledged (up to 0.2–0.7 GtCO2e per year by 2030 compared to full nationally determined contribution implementation, and 1.5–2.2 GtCO2e per year compared to current policy). A wider, more comprehensive overview of all non-state and subnational climate action occurring globally is limited by the current low level of available data and a lack of consistent reporting on tracking the impact of non-state and subnational climate action. In sum, climate change will expose the private sector to a range of new risks and opportunities. An important strategy for managing risks and exploiting opportunities involves stakeholder engagement and communication. Building on lessons learned, the subprogramme will work with this group to make sure they are aware of and mitigate the risks, and capitalize on the opportunities.

22. Ecosystem-based adaptation will remain central to UNEP work on climate resilience, as guided by Environment Assembly resolution 1/8. With only approximately 5per cent of global climate finance directed towards ecosystem-based adaptation, the focus will be on accelerating adaptation solutions and measuring adaptation effectiveness. To achieve this, UNEP, together with the Governments of the Netherlands, Japan and the Philippines, has, for example, established the Global Centre of Excellence on Climate Adaptation. In addition, UNEP will scale up work on innovative financing mechanisms, building on previous success.

23. Another lesson learned in the climate change subprogramme is that women are not only vulnerable to climate change but also effective actors or agents of change in relation to climate change. Women's responsibilities in households and communities as stewards of natural and household resources, as well as traditional knowledge, can position them to contribute to better livelihood options as a response to alternative solutions to coping with climate impacts and mitigating greenhouse emissions. Building on these lessons learned, a gender perspective is embedded as a cross-cutting issue and has also been addressed through a stand-alone initiative that empowers women as agents of change with regard to climate change and sustainable energy.

24. The scientific community studying climate change generates data, authoritative scientific assessments and policy recommendations to support the transition to resilient and low-emissions development, including a shift to more resource-efficient and sustainable consumption and production

patterns. Based on this lesson and to enhance synergy within UNEP, the subprogramme will work with the environment under review and resource efficiency subprogrammes to establish a science-policy interface by connecting policymakers to scientific findings and assessments that will guide the decision-making process.

25.   ***Resilience to disasters and conflicts.*** Previously, the subprogramme had two streams of work on risk reduction and recovery. One lesson learned is that there is a need to be more responsive to countries' needs in enhancing resilience and their increasing demand for post-crisis assessments. There are now three streams of work, with the recovery stream split into short recovery and longer-term rehabilitation. In addition, the risk reduction component has been expanded to pay particular attention to addressing the causes and consequences of environmental security, through work geared towards identifying and understanding emerging environmental threats to security. On the basis of these lessons, this subprogramme has taken the following steps:

- Greater focus on resilience and livelihoods as a defining objective and guiding principle for the subprogramme;

- Enhanced responsiveness to member States' priorities, for example, in work on environment and security and on the environmental causes and impacts of displacement and forced migration;

- Greater focus on issues such as disaster waste, the extractive sector, the environmental causes of displacement and the environmental impact of humanitarian operations;

- A shift from knowledge acquisition and demonstration (pilot) projects towards initiatives that aim for impact at scale.

26.   ***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 well-being. Building on lessons learned from UNEP performance management, this subprogramme will take a more integrated approach to ecosystem management, which will better position it to support countries in delivering on the 2030 Agenda. The subprogramme has shifted from a sectoral approach focusing on terrestrial and aquatic production, marine issues and the enabling environment to two streams focusing on the short and long terms. In the short to medium term, UNEP will strengthen tools such as the inclusive wealth index to support countries in valuing their natural capital. In the longer term, it will provide curricula to universities on ecosystem management thinking, so that future graduates have the capability to make decisions that embed ecosystem management thinking leading to the 2030 impact.

27.   ***Environmental governance.*** For the subprogramme to be better positioned to facilitate the implementation of the enviromental dimension of the 2030 Agenda for Sustainable Development, more focused and coherent national level work is needed, grounded on United Nations development assistance frameworks and on the Sustainable Developoment Goals implementation architecture. To this end, there will be stronger complementarity among programmes in the implementation phase, including in the fields of poverty environment, institutional strengthening for the implementation of the SDGs and environmental law. The subprogramme will also place more explicit focus on promoting the realization of environmental rights and stronger citizens' engagement and public participation through the Environmental Rights Initiative, in line with the integrated nature of the SDGs and the need to more strongly integrate social issues in environmental management. In addition, a broader approach to knowledge management for environmental governance will be undertaken. .

28.   The subprogramme will focus on the continuum between environmental law development and implementation, for heightened impact, and will make use of national environmental law focal points nominated by governments in response to Environment Assembly Resolution 2/19 on the Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV), which will provide strategic direction on emerging environmental priorities under a new generation environmental law programme developed in response to Resolution 2/19.

29.   ***Chemicals, waste and air quality.*** The subprogramme is designed to respond to member States' request to include air quality as a key issue. It also has key elements of the outcome document of the third session of the Environment Assembly, on pollution, embedded into it. Furthermore, the entries into force of the Minamata Convention on Mercury on 16 August 2017 and the Kigali Amendment of the Montreal Protocol on Substances that Deplete the Ozone Layer on 1 January 2019, which are major milestones towards the sound management of chemicals and waste and improving air quality, are also reflected in the subprogramme for 2020–2021.

30.   Based on recent lessons learned and recommendations/requests from member States, the subprogramme has been enhanced as follows:

        (a)   UNEP work on the environment and health nexus has been significantly scaled up, integrated and accelerated by maximizing synergies and offering a menu of services to relevant countries and stakeholders.

        (b)   Halting pollution is considered one of the key drivers of success towards improved human health and a detoxified environment. In view of this and with an aim of ensuring a higher profile at UNEP, air and water quality have been added to the portfolio of this subprogramme. This includes an innovative initiative on air pollution and health to ensure scaled-up delivery that is strategic, integrated, time-bound and issue-based, while providing social, economic and health benefits.

        (c)   A more cross-cutting and integrated approach to chemicals- and waste-related SDGs and multilateral environmental agreements has been adopted. This is done by achieving sound management of chemicals and waste throughout their life cycle by 2020 and including specific targets under several SDGs related to chemicals and waste and protection of human health.

31.   *Resource efficiency.* Alignment with the SDGs has been further strengthened down to the indicator level, as this subprogramme delivers directly on a range of indicators. While the overall results framework as expressed through the expected accomplishments and associated indicators remains largely unchanged, several adjustments have been made to the indicators and units of measure to strengthen the overall results and impact monitoring. Several sectoral indicators under expected accomplishment (b) have been merged so as to rationalize reporting. Progress for various sectors will be tracked and reported in a disaggregated manner, however. Several units of measure have been adjusted to better integrate with SDG indicators.

32.   Building on lessons learned, the subprogramme will have more of a focus on sustainable consumption, lifestyles and education. Sustainable lifestyles (in core domains such as food, housing, mobility and leisure) need a renewed focus in order to achieve the SDGs. Living sustainably is also about ensuring that governments and businesses enact policies and provide more sustainable goods and services. Raising awareness, education and information provision will be at the centre of our work contributing to the 10-Year Framework of Programmes: Sustainable Lifestyles and Education; Sustainable Food Systems, Sustainable Buildings and Construction and Consumer information.

33.   A financial system aligned with the Sustainable Development Agenda is essential to decarbonize investments and to channel them into green economies, industries and technologies. Building on lessons from successful work engaging with bankers, investors and insurers and supporting them in adopting sustainable finance standards and in channeling their investments into green economies, the subprogramme will strengthen work in this area. It will also build on lesson learned to strengthen work with regulators and central banks to establish regulatory frameworks conducive to support a shift to green investments and economies. In addition, given the cross-cutting nature of finance across the programme of work, synergies with other subprogrammes will be strengthened.

34.   *Environment under review.* In order for the environmental dimension of sustainable development to be present in assessments and analysis, it is imperative for the environment under review Subprogramme to support state and non-state actors in their efforts. Building on lessons learnt, the subprogramme will strengthen its linkages with expert networks and science-policy institutes within the regions and globally, and additional partnerships that may be required. In addition, there will be a stronger focus on the benefits that the subprogramme can bring to regions, countries and cities in their efforts to keep the environment under review and implement the 2030 Agenda.

35.   Based on lessons learned, there is now demand-driven country-level and regional support as the backbone for enhancing shared environmental information systems and environmental reporting. In addition, access to disaggregated data and gender-environment indicators enable governments and stakeholders to develop gender responsive assessments, policies and strategies for sound environmental management. Equitable participation of women and men in assessment processes and mainstreaming of gender in decision-making, implementation, monitoring and reporting will be supported.

C.   Overview of resources

36.   The proposed overall budget for the 2020–2021 biennium is $910 million, comprising the Environment Fund, earmarked funds, global funds, programme support costs and the regular budget of the United Nations. The budget for 2020–2021 reflects a reduction of $6.2 million in staff costs under Environment Fund resources compared to the 2018–2019 budget. This reduction is mainly attributed to the re-alignment of staff positions with their organizational functional roles and relevant funding sources as well as the decrease in the number of vacant staff positions previously budgeted under the $271 million envelope allocated to the Environment Fund in the programme of work and budget for 2018–2019.

37.   The proposed budget provides for increases of $77 million in earmarked funds and $110 million in global funds funding[7]. The projected increases are in line with historical trends in income and expenditures that enabled UNEP not only to deliver on its mandates but also to exceed many targets in the previous biennium. Thus, the level of ambition of the programme of work for 2020–2021 represents a more realistic alignment between the expected budget 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.

38.   The funding needs and mechanisms for the new Resident Coordinators model, prompted by the United Nations reform process, are currently not taken into consideration in the budget for the programme of work for 2020–2021. These funding needs and mechanisms are under review by the Advisory Committee on Administrative and Budgetary Questions, but a decision on how to share the financial burden for the revised resident coordinator model among the different United Nations entities is still pending. It has been proposed that the funding of the new Resident Coordinator System could be secured through a hybrid-funding model based on three funding sources: (a) 1% coordination levy imposed on "tightly earmarked third-party non-core contributions"; (b) doubling cost-sharing contributions from all United Nations Development System entities; and (c) voluntary, predictable multi-year contributions to a trust fund. UNEP would be expected to contribute by way of earmarked funds, along with other agencies. However, given that the final decision is pending, it would be premature to make a provision for this in the budget component of the 2020–2021 programme of work.

39.   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 $39.6 million to UNEP for the biennium 2018–2019. This level of appropriation entailed abolishing one P-2 position, which was budgeted for in 2018–2019.

---

[7] Based on existing arrangements with GEF.

Table 1 (a)
Total financial resource requirements by funding category, 2018–2019 and 2020–2021
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	*2018–2019*	*Changes*	*2020–2021*
A. Environment Fund			
Post	118 200	(6 200)	112 000
Non-post	138 800	(60 800)	78 000
Fund programme reserve	14 000	(4 000)	10 000
Subtotal A	**271 000**	**(71 000)**	**200 000**
B. Earmarked funds			
Post	305 000		72 500
Non-post		77 000	309 500
Subtotal B	**305 000**	**77 000**	**382 000**
C. Global funds			
Post			22 300
Non-post	140 000	110 000	227 700
Subtotal C	**140 000**	**110 000**	**250 000**
D. Programme support costs			
Post			20 900
Non-post	33 000	5 000	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: All funding sources are broken down into post and non-post categories for the 2020–2021 budget, while only the Environment Fund and regular-budget sources were broken down for the 2018–2019 budget.

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

	Staffing resources (number of posts)		
Category	*2018–2019*	*Change*	*2020–2021*
A. Environment Fund	426	(4)	422
B. Earmarked funds	195	55	250
C. Global funds	62	26	88
D. Programme support costs	76	14	90
E. Regular budget	116	(3)	113
Total (A+B+C+D+E)	**875**	**88**	**963**

41.   Overall, the budget for 2020–2021 is $121 million (15 per cent) higher than the budget for 2018–2019. The Environment Fund budget has decreased to $200 million, while the major increases are expected in the earmarked funds budget, which has increased from $304.6 million to $382 million, and the global funds budget, which has increased by $110 million to a total of $250 million for 2020–2021.

42.   Notably, the Corporate Services Division's budget will decrease by $2.8 million under the Environment Fund. This is due to the realignment of operational and transactional costs, mainly related to UNEP services providers UNON and UNOG, against the appropriate funding sources, namely programme support costs and global funds. On the other hand, owing to projected expansion of support needed for the increased level of activities resulting from real growth under earmarked funds and global funds, the overall programme management and support budget across the remaining funding sources would increase by 4.88 million, for a net increase of $2.08 million. The provision for programme support for UNON and UNOG is budgeted at the level of 2018 actual bills, with the inflationary effect expected to be offset by equivalent efficiency gains.

43.   The Environment Fund programme reserve decreased by$4 million, in line with the overall decrease in the Environment Fund budget. The provision is maintained in accordance with rule 209.3 of the Financial Rules of the Environment Fund following General Council decisions 19/25 and 22/7.[8]

44.   Table 2 presents the overall UNEP resource requirements and changes by funding source and budget component for the biennium 2020–2021 and comparisons with the approved 2018–2019 budget.

---

[8] Rule 209.3 of the Financial Rules of the Environment Fund following General Council decisions 19/25 and 22/7, adopted in February 1997, requests the establishment of "a fund programme reserve to meet unforeseen needs, to finance unanticipated projects or phases of projects and to meet such other purposes as may be determined from time to time by the Governing Council".

Table 2
United Nations Environment Programme resource requirements by funding source and budget component
(Thousands of United States dollars)

	Environment Fund		Earmarked funds		Global funds		Programme support costs		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	7 200	600	300	–	–	400	–	5 722	5 722	14 522	13 222
B.2. UNSCEAR	–	–	400	–	–	–	–	–	1 521	1 521	1 921	1 521
Subtotal A+B	**9 500**	**11 200**	**1 000**	**700**			**–**	**400**	**20**	**7 336**	**7 336**	**18 236**	**19 256**
C. Programme of work												
1. Climate change	32 300	22 200	112 600	144 800	29 500	83 500	3 200	7 200	3 722	3 722	181 322	261 422
2. Resilience to disasters and conflicts	21 500	15 600	24 600	20 200	–	–	2 400	1 000	2 619	2 619	51 119	39 419
3. Healthy and productive ecosystems	41 800	28 000	39 600	42 400	80 500	112 500	3 400	2 100	4 397	4 397	169 697	189 397
4. Environmental governance	35 900	26 200	32 800	42 000	–	500	2 400	2 100	7 705	7 705	78 805	78 505
5. Chemicals, wastes and air quality	32 300	23 400	38 400	61 100	24 300	46 000	2 400	3 000	3 041	3 041	100 441	136 541
6. Resource efficiency	39 600	28 400	41 000	61 100	–	–	2 300	3 000	3 357	3 357	86 257	95 857
7. Environment under review	29 300	23 000	14 100	7 800	2 300	3 300	1 000	400	5 523	5 523	52 223	40 023
Subtotal C	**232 700**	**166 800**	**303 100**	**379 400**	**136 600**	**245 800**	**17 100**	**18 800**	**30 363**	**30 363**	**719 863**	**841 163**
D. Fund programme reserve	14 000	10 000					–	–	–			14 000	10 000
Subtotal Total programme of work(C+D)	**246 700**	**176 800**	**303 100**	**379 400**	**136 600**	**245 800**	**17 100**	**18 800**	**30 363**	**30 363**	**733 863**	**851 163**
E. Programme management & other											–	–
Corporate services	6 900	7 980	900	1 900	3 400	4 200	13 500	9 331	1 905	1 905	26 605	25 316
UNON/UNOG bills	6 650	4 020	–	–	–	–	2 000	5 180	–	–	8 650	9 200
Umoja and 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**	**1 900**	**3 400**	**4 200**	**15 500**	**19 180**	**1 905**	**1 905**	**36 505**	**39 185**
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%*

Abbreviations: UNSCEAR = United Nations Scientific Committee on the Effects of Atomic Radiation; GSDM = global service delivery model.
Note: Figures may vary slightly owing to rounding.

Results-based budgeting

45.   In order to set and achieve realistic targets in the programme of work and ensure that resources are appropriate for the level of ambition, similarly to the biennium 2018–2019, UNEP has applied a results-based budgeting approach in drafting its Environment Fund budget for 2020–2021.[9]

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

47.   The starting point for developing the budget involved identifying the results required to fulfil various UNEP various mandates. This planning included any strengthened or new mandates, priority areas and areas of renewed emphasis such as pollution, as per the resolutions adopted by the Environment Assembly at its third session, in December 2017. Some examples of areas where mandates have expanded include the entry into force of the Minamata Convention in August 2017 and, at the regional level, the adoption of 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) by the Latin American and Caribbean countries.

48.   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 the global and regional levels; advice, as appropriate, to intergovernmental bodies of the United Nations system and, upon request, to member States (especially in developing countries); effective cooperation with relevant scientific and other professional communities worldwide; medium-range and long-range planning for UNEP programmes; and reporting on environmental matters to the Environment Assembly. Previous approvals by the General Assembly also provided part of the resources required to service the UNEP governing body, direction, management and administration, including coordination.

49.   The historical data allowed ratios to be used to establish credibility in the budget and check for reasonableness in the requirements. Previous programme performance reports clearly show that a subprogramme represents a percentage of the programme of work by funding source. Accordingly, using these precentages as a basis, the ratio of each subprogramme to the total envelope by funding source was determined. Further, these amounts were adjusted and aligned with the expected results and mandates of the programme of work for 2020–2021. For example, subprogrammes[10] that have historically not attracted large volumes of earmarked funding were prioritized through a lesser reduction under the Environment Fund compared to other subprogrammes. The newly established staffing tables approved in 2018 formed the basis for aligning staff positions with 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 subprogramme reflects historical expenditure trends while taking into consideration new mandates and resource mobilization efforts being made in line with the new resource mobilization strategy approved in 2017. Consequently, this approach allowed transparent and accurate provisions starting from the budget envelopes down to each subprogramme, funding source and budget category.

Budget formulation for 2020–2021

50.   The UNEP funding strategy envisages that the Environment Fund and the regular budget should finance the essential ability of the UNEP secretariat to carry out its core functions and implement its medium-term strategy through its programmes of work, while earmarked funding should focus on strengthening the activities that support those core functions.

---

[9] 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; and (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.

[10] These subprogrammes are Environment under Review and Environmental Governance.

Environment Fund

51.   The Environment Fund leverages member States' investments into a pooled resource to ensure the delivery of results of environmental initiatives in the programme of work. UNEP recognizes the steps taken by member States to strengthen core funding against the background of a challenging economic climate; however, the realized income has been lower than the budget. Therefore, for 2020–2021, UNEP has realigned the planned activities in a realistic approach and proposed a budget reduction of $71 million, from $271 million in 2018–2019 to $200 million in 2020–2021.[11]

52.   In drawing up the Environment Fund budget, UNEP took into account Environment Assembly resolution 1/15, by which UNEP is required to stay within a $122 million ceiling for staff costs for the biennium 2020–2021. In this regard, UNEP is tracking the amount it is spending on posts versus non-post costs. 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 the absolute number of positions but also the overall monetary value while taking into consideration staff grades and their relevant salary scales.

53.   Moreover, UNEP is anticipating the deployment of a new module of the Umoja business process system by the beginning of the programme of work for 2020–2021. This will include a new tool to aid in the formulation of budgets and the allocation of funds across the organization. The new module is expected to empower UNEP programme managers in portfolio management in a more efficient and effective manner thereby reducing effort and eliminating redundant processes previously maintained outside Umoja. The aim is that this coherent linkage between both project management and financials would lead to greater transparency and better reporting for both UNEP management and donors. The same module is providing an extension with respect to the selection and management of implementing partners. This is expected to speed up the selection process and providing a full audit trail of the process therefore achieving high standards of transparency. Furthermore, UNEP is constantly monitoring the progress and expected outcome of both the Global Service Delivery Model and the reform of the United Nations development system, taking into consideration its impact with respect to transactional administrative processes such as human resources administration, accounts payable and payroll.

Earmarked funds

54.   "Earmarked funds" refers 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 funds budget of $382 million in 2020–2021 is based on historical trends and is necessary to enable UNEP to deliver on its mandates at a level of ambition commensurate with the targets of the upcoming programme of work. Data on annual income are 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 to estimate the volume of earmarked contributions when formulating the budget. Instead, UNEP has considered historical income and used annual expenditures as a proxy for annual figures.

---

[11] According to the principles of the voluntary indicative scale of contributions (VISC) for 2018–2019, which are aligned with the decision of the Governing Council establishing the VISC, member States are requested to contribute at least at the level provided for in the United Nations scale of assessments and/or to retain their previous high level of contributions. This means that in a reduced-budget scenario the VISC would remain the same for any State that had previously contributed more than provided for in the scale of assessments as applied to the new budget. However, member States that were contributing less than suggested by the United Nations scale of assessments as applied to the new budget would have a smaller VISC. This would increase the imbalance between the highest contributors and those States that should normally contribute more than their current level.

55.   Donors and partners may choose to provide earmarked contributions to UNEP if they so wish, either supplementing their contributions to the Environment Fund with more targeted resources or funding specific work if their policies do not allow them to directly support the Environment Fund. In some cases, this creates an imbalance in the resource distribution among the subprogrammes compared to the approved programme of work. Earmarked support is also provided to areas of UNEP work identified as high priority that match the policy priorities of a specific government or partner. In order to ensure that the earmarked funding complements the regular United Nations budget allocations to UNEP and the Environment Fund in the implementation of the programme of work, member States and other donors and partners are encouraged to provide their funding at the programme level rather than tightly earmarking it at the project level. UNEP is developing more flexible instruments and avenues[12] to that end and is also improving its funding gap analysis so that it can provide better advice to donors and partners on UNEP funding needs.

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

Global Environment Facility and Green Climate Fund

57.   The estimated budget figures for Global Environment Facility (GEF) funding in the programme of work for 2020–2021 are based on past average expenditure. Data on annual income are not available because GEF funding is provided and recorded for multi-year projects in full at the time of project approval, in accordance with International Public Sector Accounting Standards (IPSAS). It is not currently possible to break down this income across multiple years through Umoja. Consequently, the data on annual expenditure are used as a proxy for income.

58.   Based on the historical trends and approved concepts, GEF project delivery for the programme of work for 2020–2021 is estimated at $172 million. The active GEF portfolio is valued at $969 million. The pipeline of approved concepts is about $300 million for multi-year projects. The seventh GEF cycle began on 1 July 2018, and projects will continue to be submitted.

59.   In accordance with IPSAS, GCF projects are also recorded in full at the time of signature of the funding agreements. The current UNEP portfolio of GCF projects under implementation is $48 million, with a project pipeline of $108 million.[13] Taking into account the timelines for GCF project approval and assuming a successful GCF replenishment, the budget for proposed project delivery in 2020–2021 is $78 million.

Regular budget

60.   As part of the Secretary-General's reform process, the regular budget for 2020–2021 will be prepared on an annual basis.[14] Notwithstanding these changes, UNEP will still present biennial rolling budgets for inclusion in this programme of work.

61.   In accordance with draft resolution A/C.2/73/L.36, in which the Secretary-General is requested, in his budget proposals for allocations from the United Nations regular budget to UNEP and UNON, to take into account the cost implications of universal membership of the governing body of UNEP, the secretariat is working closely with UNHQ to present the programme budget implications (PBI) to the legislative bodies. However, owing to the lack of a detailed decision, it is premature to include a corresponding budget provision in the programme of work for 2020–2021.

---

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

[13] Portfolio of projects under active consideration ($236 million) by the GCF board at the end of 2019.

[14] As part of the Secretary General's reforms, on 24 December 2017 the General Assembly adopted resolution 72/266, "Shifting the management paradigm in the United Nations". This was based on the Secretary General's report and its review by relevant bodies, including the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.50) and the Fifth Committee (A/72/682). As a result, UNEP is no longer required to prepare a strategic framework document for the period 2020–2021. This is now replaced by an annual budget and performance document, which includes the following sections for each subprogramme: a budget for 2020, a performance report for 2018 and a 2019 baseline.

Resource mobilization

62.   Reaching the budget target for the Environment Fund remains a challenge. In the biennium 2014–2015, the $79 million gap between the budget ($245 million) and income ($166 million) represented 32 per cent of the whole budget. The biennium saw an $11 million (7 per cent) increase in the amount received compared to the previous biennium. In the biennium 2016–2017, the budget was increased by $26 million (11 per cent) to $271 million, while income amounted to $135 million, leaving a gap of $136 million (50 per cent of the budget). At the same time, earmarked funding increased. While such funding has enabled the organization to achieve strong results within the priority areas of the funding partners, it has left other core areas of the programme of work underfunded and only partially implemented.

63.   To address the shortfalls and improve the balance between core and non-core income, a new resource mobilization strategy for 2018–2021 was finalized in November 2017, in line with Environment Assembly resolution 2/20 on the medium-term strategy and the programme of work and budget for 2018–2019. The strategy is based on a clear definition of the organization's comparative advantage and is focused on understanding the purpose and needs of various funding sources, more aggressive, targeted outreach to current and potential funding partners and strong communication. The outcome document of the United Nations Conference on Sustainable Development, in which member States committed themselves to providing secure, stable, adequate and increased financial resources to UNEP, remains the underpinning principle of the strategy, together with the expectation of close collaboration between the member States and the secretariat in the strategy's implementation.

64.   The implementation of the new resource mobilization strategy is in its initial stages, and it is too early to report on the results. However, as the strategy is more focused than in previous years, with clearer targets, its implementation is expected to be more efficient and effective. Furthermore, senior management is strongly committed to guiding and leading the organization's resource mobilization work. Tangible results are anticipated by end of 2019.

65.   Following discussions with member States, UNEP has developed a 2020–2021 budget for the Environment Fund that the secretariat considers ambitious but realistic. It is expected that with closer oversight of the allocation of Environment Fund resources to core functions, the budget will be sufficient to deliver the backbone of the programme of work for 2020–2021 and provide adequate guidance and overall direction to the organization. The organization's ability to deliver the programme of work will depend on whether member States meet their commitments to the Environment Fund.

8.   Prioritization of funds

66.   As UNEP income is not predictable in terms of timing or extent, the results-based budget was developed in the context of a somewhat uncertain financial environment. In addition, over 50 per cent of the projected UNEP budget relates to project funding through earmarked and global funds, which could create an imbalance across the subprogrammes that would only become visible once the programme of work was being implemented. To manage this risk during implementation and set priorities for the allocation of resources, UNEP has identified the following principles to guide decision-making:

(a)   Core work and essential services relating to the core mandate of UNEP, such as the science-policy interface and environmental governance, will be prioritized;

(b)   Regional elements will be prioritized, given that the UNEP strategy involves enhancing the allocation of resources to regional offices and regional partnerships for a strategic regional approach 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.

9.   Work relating to core mandates

67.   The following analysis highlights the results that UNEP aims to achieve through each subprogramme, as well as the core work and essential services required to deliver these results. The funding analysis provides an overview of how resources will be used to generate the results.

68.   *Climate change*. UNEP **results** in this subprogramme are to work with member States and other partners: (a) to build the resilience of countries to climate change through ecosystem-based and other supporting adaptation approaches; (b) to promote the transfer and use of energy-efficiency and renewable-energy technologies for low emission development; and (c) to support the planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. **Core work** includes: the implementation of low-carbon energy policies, adaptation to climate change as

well as support for low emission development, forest preservation, cleaner energy technologies, public mass transportation systems, and clean fuels and vehicles. Essential services for UNEP to deliver this impact include conducting authoritative scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; undertaking pilot interventions and promoting the integration of these approaches through national development; fostering climate change outreach and awareness raising; and sharing knowledge through climate change networks.

69.   *Funding analysis:* Funding for climate change remains healthy because of increases in extrabudgetary income in recent years. This reflects the strong confidence on the part of member States and donors in UNEP's ability to drive change in this area, shaped by the Paris Agreement and informed by UNEP-led assessment series such as the Emissions Gap Reports and Adaptation Gap Reports. Meanwhile, funding for the UNEP climate change programme is going through a transition, with the seventh replenishment of the GEF trust fund likely to allocate less to climate change. UNEP has a growing pipeline of proposed projects under the GCF amounting to $236 million, of which $48 million has been approved by the GCF board. In line with the previous biennium, UNEP has leveraged core resources, such as the Environment Fund, by catalysing 12.5 dollars more in earmarked funds for every dollar in core funding. While this multiplier effect is expected to continue, UNEP has experienced challenges ensuring that the extrabudgetary project portfolio delivers on the programme of work indicators. UNEP will manage the risk and uncertainty associated with this as part of its overall approach to enterprise risk management.

70.   *Resilience to disasters and conflicts.* UNEP **results** in this area are to build the capacity of member States and international partners to use sustainable natural resource and environmental management in ways that reduce the environmental risk and impacts of natural disasters, industrial accidents and armed conflicts. It does this through (a) promoting the use of best practice environmental approaches that reduce the risk of crisis; (b) enabling the rapid assessment and mitigation of the environmental impacts of these crises; and (c) supporting countries to reinstate best practice environmental management as part of the process of recovering after natural disasters, industrial accidents and armed conflict. **Core work** includes: building capacity for ecosystem approaches to disaster risk reduction, reducing the impact of crisis related pollution, working with humanitarian and peacekeeping operations to reduce their environmental footprint, and enabling appropriate approaches to natural resource management in fragile and vulnerable areas. Essential services to achieve this impact include providing environmental risk and impact assessments, training and services to countries to enhance cooperation on environmental issues, policy guidance, and institutional support.

71.   *Funding analysis:* The subprogramme has historically struggled to fund its risk reduction work sufficiently from extrabudgetary resources. Given the adoption of the Sendai Framework for Disaster Risk Reduction, with which the subprogramme is closely aligned, some core capacities for this work will be funded from the Environment Fund. Accordingly, this subprogramme was prioritized through a lesser proportion of reduction under the Environment Fund compared to other subprogrammes. Likewise, given the essentially unplannable nature of emergency response and the critical impact of early attention to environmental issues once crisis strikes, this work will also be partially funded through the Environment Fund. In the past this subprogramme has relied heavily on extrabudgetary resources for its post-crisis work, reflecting the ability of UNEP to raise funds through earmarked contributions in the aftermath of emergency situations. The subprogramme has not traditionally secured much funding from GEF or GCF owing to their eligibility criteria and the fact that disasters and conflicts are not a GEF or GCF focal area.

72.   *Healthy and productive ecosystems.* UNEP **results** in this subprogramme are to: (a) institutionalize ecosystem-based approaches in education, monitoring and cross-sectoral and transboundary collaboration frameworks, and; (b)work with public and private sectors to consider the inclusion of ecosystems in economic decision making. The aim is to enable countries to sustain ecosystem services for human well-being and biodiversity for present and future generations, taking into account the need to integrate gender perspectives, to recognize and respect the traditional knowledge, innovations and practices of indigenous and local communities; and to foster equitable social development and inclusion. **Core work** includes: working with the secretariats of the biodiversity related multilateral environmental agreements to support countries to implement those agreements; supporting the engagement of UNEP in the development and implementation of the post-2020 global biodiversity framework and preparations for its subsequent implementation; encouraging countries to integrate biodiversity values into national development planning and poverty reduction strategies and planning processes; and, catalysing the maintenance of natural capital and the protection and sustainable use of ecosystems, with the aim of promoting integrated and cross-sectoral approaches that boost the resilience and productivity of interdependent landscapes, ecosystems and species. Essential services include policy advice and capacity-building to reverse ecosystem

degradation and biodiversity loss, to address the challenges of food security and water quality and to promote the sustainable management of biodiversity.

73.   *Funding analysis:* The subprogramme has traditionally attracted significant GEF and extrabudgetary funding. The budget for 2020–2021, like that of the previous biennium, 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 economic planning and management.

74.   ***Environmental governance.*** UNEP **results** in this subprogramme are to improve coherence and synergies in environmental governance by: (a) promoting common and integrated approaches to implementing the 2030 Agenda; (b) enhancing institutional capacities to achieve internationally agreed environmental goals. **Core work** includes: providing support to interagency mechanisms and intergovernmental forums, including the regional ministerial forums, promoting the progressive development of environmental law, including through strengthen national legal frameworks and capacities, promoting the coherent implementation of multilateral environmental agreements and of the environmental dimension of the SDGs. Essential services include policy and legal advice, capacity-building and the convening of interagency and intergovernmental forums.

75.   *Funding analysis:* The subprogramme has traditionally relied on a combination of extrabudgetary funding and the Environment Fund for its core activities. The latter has not fully materialized 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 UNEP core mandate and on a growing number of Environment Assembly resolutions. Thus, in addition to its regular budget, the subprogramme must be able to rely on stable and predictable resources from the Environment Fund and on an increased overall budget to be able to support the implementation of Agenda 2030 and address specific areas of global concern. Accordingly, this subprogramme was subject to a lesser proportion of the reduction brought by the overall decrease of the Environment Fund envelope from $271 million in 2018–2019 to $200 million in the programme of work for 2020–2021.

76.   ***Chemicals, waste and air quality.*** UNEP **results** in this subprogramme are to lessen the negative environmental and human health impacts of chemicals, waste and poor air quality by supporting governments and partners at all levels to develop and implement policies, strategies, legislation or action plans that promote the sound management of chemicals, prevent waste and improve air quality. This is done as a part of system-wide efforts by the United Nations and in close collaboration with the entities involved in the Strategic Approach to International Chemicals Management (SAICM), the Minamata Convention on Mercury and the secretariats of the other chemical and waste-related multilateral environmental agreements. **Core work** includes: hosting and strengthening the SAICM process, adopted in Dubai in 2006; supporting the evolution and implementation of the multilateral environmental agreements on chemicals and waste (especially the Minamata Convention on Mercury which is hosted in the subprogramme); continuing efforts to enhance cooperation and coordination in the cluster of chemical- and waste-related multilateral environmental agreements at the national level; and keeping under review the trends in the production, use and release of chemicals and waste to identify issues of concern and catalyse sound management actions, including through multi-stakeholder partnerships. Essential services to achieve this impact include the provision of technical advice, policy support and capacity-building to enable countries to achieve the sound management of chemicals and waste, including e-waste, throughout their life cycle.

77.   *Funding analysis:* This subprogramme has traditionally been successful in raising funding from extrabudgetary and GEF resources. As such, as in previous biennia, the budget for these funding sources remains high. These sources of funding were often earmarked for particular areas, such as mercury, intergovernmental and multi-stakeholder processes on chemicals and waste and the implementation of the SAICM. The pollution hub will aslo be funded through earmarked resources in this subprogramme, Other areas of the subprogramme have been less well funded, in particular new areas emerging from the resolutions adopted by the Environment Assembly at its third session.

78.   ***Resource efficiency.*** UNEP **results** in this area are to promote an enabling policy environment for governments to adopt green economy policies, support the private sector in adopting sustainable management practices, and increased consumer awareness as a means of reducing the impact of economic growth on resource depletion and environmental degradation. UNEP works with its network of partners to: (a) strengthen the scientific basis for decision-making, and support governments, cities and other local authorities in designing and implementing tools and policies to increase resource

efficiency, including sustainable consumption and production, circularity, and green economy practices, in the context of sustainable development and poverty eradication; (b) promote the application of life-cycle and environmental management approaches, to improve resource efficiency in sectoral policymaking, in businesses and financial operations along global value chains, using public-private partnerships as a key delivery mechanism; and (c) promote the adoption of policies and tools by public institutions and private organizations that promote sustainable lifestyles and consumption patterns. **Core work** includes: the 10-year framework of programmes on sustainable consumption and production patterns the Partnership for Action on Green Economy and a large number of public-private sector partnerships such as the UNEP Finance Initiative. Essential services to achieve the subprogramme's impact include supporting countries willing to engage in such a transition in designing the appropriate policy mix and sharing experiences, best practices and knowledge; and providing guidance and support to interested stakeholders, including businesses, industries and other major groups, in their efforts to develop strategies that support national and sectoral policies for resource efficiency in the context of sustainable development and poverty eradication.

79. *Funding analysis:* 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.

80. *Environment under review.* UNEP results in this area are to keep the global environmental situation under review in a systematic and coordinated way and to provide early warning on emerging issues for informed decision-making by policymakers and the public. In so doing UNEP aims to boost the participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information. Core work includes: the Global Environment Outlook series which establish the global environmental goals and serve as a basis for assessing the state of the environment, as well as the Global Gender and Environment Outlook series which provide relevant gender data and indicators. Essential services to achieve these goals include enhancing the integrated assessment, interpretation and coherence of environmental, economic and social information with a view to assessing the state of the environment, identifying emerging issues and contributing data to track progress towards the SDGs through Environment Live.[15] It also includes supporting capacity-building efforts in developing countries that commit themselves to environmental monitoring and to posting environmental data and information on public platforms, in line with principle 10 of the Rio Declaration, Agenda 21 and the Johannesburg Plan of Implementation.

81. *Funding analysis:* Given that keeping the global environment under review represents a core service and a central mandate of UNEP, this subprogramme benefits 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 higher for this subprogramme when compared to other subprogrammes.

82. *Synergies across subprogrammes.* While each of the UNEP subprogrammes is presented separately, the organization's objectives will be fully met only by ensuring that the synergies between the subprogrammes are harnessed in such a way that leverages the maximum possible impact. For instance, the principles, experiences, networks and approaches underpinning the healthy and productive ecosystems subprogramme and the climate change subprogramme inform the work conducted under the resilience to disasters and conflicts subprogramme, thereby ensuring that relevant tools and approaches developed within those subprogrammes will be applied in countries that are vulnerable to, or affected by, disasters and conflicts. Similarly, UNEP will seek synergies between its work on marine systems under the healthy and productive ecosystems subprogramme and its work on land-based sources of pollution, carried out under the chemicals, waste and air quality subprogramme. Work carried out under the resource efficiency subprogramme will contribute to the energy efficiency work carried out under the climate change subprogramme, to the healthy and productive ecosystems subprogramme by reducing the use of natural resources, and to the chemicals, waste and air quality subprogramme through approaches, policies and capacities for responsible production and waste minimization. There will also be close collaboration in its work on alternatives to certain ozone depleting substances and energy efficiency, thus requiring a coordinated approach to such efforts under the chemicals, waste and air quality subprogramme and the climate change subprogramme.

---

[15] environmentlive.unep.org.

Similarly, work under the environmental governance and environment under review subprogrammes will complement and underpin the work under all other subprogrammes.

D. Gender considerations

83.   The 2030 Agenda and its accompanying SDGs lay out a vision of gender equality and the empowerment of all women and girls by 2030. Gender equality is not limited to SDG 5 (on gender equality) alone. It is integral to the 2030 Agenda and is both an enabler and accelerator for achieving all the SDGs. In the biennium 2020–2021, UNEP will—throughout its programmes and projects—continue to design and implement tangible gender-sensitive interventions to achieve transformative and sustainable gender equality results that will contribute to the achievement of the SDGs.

84.   Gender equality and women's empowerment is recognized as a cross-cutting priority across all aspects of UNEP work and is guided by the UNEP 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 SDGs, including the environment-related ones. This necessitates promoting the participation of men and women in all environmental protection and sustainable development activities. Further, giving women voice and agency can be transformative at all levels of environmental management.

II. Policymaking organs and stakeholder engagement

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

86.   The Committee of Permanent Representatives, as a subsidiary body of the Environment Assembly, provides policy advice to the Assembly, contributes to the preparation of the agendas for the latter's sessions and the draft decisions it will consider, oversees the implementation of resolutions and the programme of work once they are adopted, and prepares the forthcoming programme of work for adoption by the Assembly. 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 Environment Assembly. The open-ended meetings, which last five days, are held in Nairobi and are attended by Committee members based in and outside Nairobi as well as representatives from national capitals. The UNEP governing structure also includes the subcommittee of the Committee of Permanent Representatives, which meets annually for five days to review the medium-term strategy and the programme of work and budget, and to prepare the forthcoming programme of work for adoption by the Environment Assembly. In addition, one- or half-day subcommittee meetings are held once or twice a month to consider specific issues in depth, as needed and upon request.

87.   The Environment Assembly is mandated to ensure the active participation of all relevant stakeholders, including the involvement of United Nations organizations in environmental issues and the multilateral environmental agreements. UNEP facilitates the engagement of major groups and stakeholders at the programme and policy level, for example, by exchange of information, soliciting of input, capacity-building and regular communication through the Major Groups Facilitating Committee. To enhance 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. This dialogue complements the Global Major Groups and Stakeholders Forum, which takes place prior to each session of the Environment Assembly. The Forum is preceded by regional consultative meetings with representatives of major groups and stakeholders, whose inputs and perspectives are provided to the Committee of Permanent Representatives and to the Assembly through written and oral statements and an official meeting document.

88.   The Governance Affairs Office provides secretariat support to the Environment Assembly and its subsidiary bodies, the Committee of Permanent Representatives and the Open-Ended Committee of Permanent Representatives. The secretariat also serves as the main interface for external relations with representatives of the UNEP governing bodies and with representatives of the major groups and stakeholders and is responsible for promoting gender parity for meetings and activities supported by the secretariat.

89.   The Environment Assembly provides a unique platform through which different stakeholders, including from gender-based groups, can work together to achieve solutions to global and interconnected environmental challenges. Effective communication around the overarching policymaking decisions and the theme of the Environment Assembly and other environmental issues can catalyse global attention and prompt action by governments, civil society and the private sector to work together more closely to achieve the 2030 Agenda. 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.

90.   The secretariat continues to promote, support and oversee such partnerships to contribute to the implementation of the Environment Assembly resolutions and the programme of work. (The partnerships relevant for each subprogramme are highlighted below.) In addition, all new partnerships will undergo risk assessment through the due diligence process of UNEP, consistent with the principles for partnership-building as outlined in the discussion of executive management.

Table 3
Objective for the biennium, expected accomplishments, indicators of achievement and performance measures: policymaking organs

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 UNEP programme of work.

Expected accomplishments of the secretariat	Indicators of achievement	Targets
(a) Environment Assembly attracts significant interest from key decision makers and stakeholders	(i) Prominence of media reach (online, print and broadcast) and social media coverage on environmental issues during and following Environment Assembly **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	(i) December 2017 (baseline): (a) Coverage in 3,800 media outlets (b) 11,160 media mentions (c) TBD social media (d) 7 editorials in top tier outlets (e) December 2019 (expected): +10% (a-d) Progress expected by December 2021: +10% **Data sources and analysis plan:** Communication Division monitoring metrics, independent media monitoring metrics and campaign evaluations
	(ii) Engagement of member States and United Nations representatives, in particular from the multilateral environmental agreements, in the Environment Assembly **Units of measure:** (a) Number of government delegates and number of UN representatives, in particular from MEAs, participating in the Environment Assembly	(ii) December 2017 (baseline): 1,186 December 2019 (expected): +114 (1,300) Progress expected by December 2021: +100 (1,400) **Data sources and analysis plan:** Environment Assembly participants' registry
	(iii) Engagement of representatives of major groups and stakeholders in the Environment Assembly **Units of measureg:** Number of representatives from civil society participating in the Environment Assembly (disaggregated by gender)	(iii) December 2017 (baseline): 711 December 2019 (expected): +39 (750) December 2021: +20 (770) **Data sources and analysis plan:** Environment Assembly participants' registry

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 UNEP programme of work.

| (b) Environment Assembly sets global environmental policy agenda for the upcoming years | (i) Percentage of surveyed UNEP partners in governments and in the United Nations system that rate as useful the Environment Assembly in providing policy guidance to important global environmental issues
Unit of measure:
Percentage of surveyed government officials and UNEP, including multilateral environmental agreements, partners expressing satisfaction on the utility of the Environment Assembly in drawing attention to global environmental issues | (i) December 2017 (baseline): 4
December 2019 (expected): +1 (5)
December 2021: +1 (6)
Data sources and analysis plan:
Governance Affairs Office administration records
(ii) December 2017 (baseline): 4
December 2019 (expected): +1 (5)
December 2020: XX
December 2021: +20 (6)
Data sources and analysis plan:
Survey of governments and partners |

Resource requirements: Policymaking organs and stakeholder engagement

91.   The financial and human resources allocated for policymaking organs in the 2020–2021 budget amount to $4.5 million and provide for 16 positions, as compared to $1.7 million and 7 positions in the 2018–2019 budget. The increase of $2.7 million and 9 positions is mainly attributable to the alignment of Governance Affairs Office staff positions with the policymaking organs component. The methodology used in the previous programme of work and budget mapped the same positions partially to several subprogrammes. Owing to a new methodology, all existing positions in the Office are now mapped under policymaking organs.

Table 4 (a)
Financial resource requirement by funding category: policymaking organs
(Thousands of United States dollars)

	Financial resources		
Category	2018–2019	Change	2020–2021
A. Environment Fund			
Post	800	2 000	2 800
Non-post	900	300	1 200
Subtotal A	**1 700**	**2 300**	**4 000**
B. Earmarked funds			
Post		200	200
Non-post		200	200
Subtotal B	**–**	**400**	**400**
C. Global 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**

Note: Figures may vary slightly owing to rounding.

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

| | Staffing resources (number of posts) | | |
Category	2018–2019	Change	2020–2021
A. Environment Fund	4	8	12
B. Earmarked funds	–	1	1
C. Global funds	–	–	–
D. Programme support costs	–	–	–
E. Regular budget	3		3
Total (A+B+C+D+E)	**7**	**9**	**16**

III.   Executive direction and management

92.   Executive direction and management sets how UNEP will exert leadership, management and oversight in delivering results. In the 2020–2021 biennium and the period leading up to it, there will be a focus on being more efficient, being more results-oriented, managing risks, fostering innovation, managing talent and communicating more clearly.

93.   Executive direction and management is provided by the Executive Office, with support from the 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 Environment Assembly and as set out in the contract between the Executive Director and the Secretary-General. In addition, UNEP ensures attention is paid to audits, inspections, performance monitoring and evaluations, and reviewing trends in the status of the environment alongside its progress in achieving the targets of the programme of work.

94.   The Evaluation Office is an independent unit reporting directly to the Executive Director. It is responsible for implementing the evaluation workplan by conducting and managing independent evaluations. It also provides analysis of findings and lessons for management.[16]

95.   UNEP aims to build long-term partnerships at strategic and technical levels. Transformative, transparent partnerships will be built based on due diligence and where appropriate, in consultation with member states. The partnerships will also 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 UNEP to improve environmental sustainability and to accrue benefits in the economic and social dimensions of sustainable development.

96.   UNEP will prioritize a results-oriented approach that builds on lessons learned and will leverage the outcomes of the United Nations development system reforms. The Executive Office will improve internal systems, process and accountability to ensure human and financial resources in UNEP are fully aligned to deliver the results in the programme of work and budget for 2020–2021. In addition, mechanisms will be strengthened to foster a results-orientated culture, promote empowerment and implement results-based management.

97.   With new uncertainties always on the horizon, UNEP is exposed to physical, financial and political risks but also to significant reputational risks. The Executive Office, with support from the Policy and Programme Division, will ensure that appropriate controls are in place to identify, reduce and manage risk through an effective corporate risk management framework. But a world that is rapidly changing presents opportunities for change and 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 ideas to deliver greater impact in what we do while also achieving efficiencies in how we work. In the current global financial context, it is pertinent for UNEP to demonstrate that it is fit for purpose. The Executive Office, with support from the senior management team, will identify internal efficiency measures aimed at making UNEP a more lean, efficient and effective organization.

98.   The Executive Office also has overall responsibility for providing guidance on environmental issues within the United Nations system. This guidance will consider assessments of the causes and effects of environmental challenges, as well as emerging issues of global and regional significance.

---

[16] The full evaluation plan can be found in annex IV to the present document.

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 its partners. This will be executed through inter-agency mechanisms such as the Environment Management Group and the United Nations System Chief Executives' Board for Coordination and its subsidiary bodies. The Executive Director may also identify areas of attention from the programme of work and the Decisions from the United Nations Environment Assembly that require advocacy and political outreach to all relevant stakeholders, such as those on marine litter, pollution and green finance. These areas of advocacy and political outreach are underpinned by UNEP core science policy work and fall within the purview of the programme of work. In addition, UNEP will integrate the priorities of the multilateral environmental agreements into these processes to enable the United Nations system to respond to environmental issues in a coordinated manner.

99.   Table 5 provides the overall objectives and expected accomplishments for UNEP leadership.

Table 5
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: executive direction and management

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

Expected accomplishments of the secretariat	*Indicators of achievement*	*Targets*
(a) Integration of environmental issues in the United Nations system into its implementation of internationally agreed goals, the 2030 Agenda and the SDGs	United Nations entities that have integrated environmental targets and indicators into the policies, plans and strategies of United Nations entities **Unit of measure:** Number of United Nations system entities that have integrated environmental targets and indicators into their policies, plans and strategies	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.
(b) UNEP programmes and products are considered useful by governments and partners in the United Nations system	Percentage of surveyed UNEP partners in governments and the United Nations system that rate as satisfactory the usefulness of UNEP products and programmes(including the work of the Environmental Management Group and Sustainable United Nations). **Unit of measure:** Percentage of partners in governments and the United Nations system providing a rating of satisfactory on the usefulness of UNEP products and programmes (including on the work of the Environmental Management Group and Sustainable United Nations).	December 2017 (baseline): 85 Progress expected by December 2019: +2 (87%) Progress expected by December 2020: +2 (89%) Progress expected by December 2021: +2 (91%) **Data sources and analysis plan:** Survey of Governments and partners

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

(c) Strengthened strategic regional presence and coherent programme of work delivery with partners contributing to integrated implementation of environmental policies and priorities in each region	(i) Percentage of Governments in each region that rate UNEP support to countries as coherent and good quality **Unit of measure:** Percentage of governments (survey respondents) in each region providing a rating of satisfactory on the quality and coherence of UNEP support	December 2017 (baseline): 14 December 2019 (expected): +5 (19%) Progress expected in December 2020: +5 (24%) Progress expected in December 2021: TBD **Data sources and analysis plan:** Survey of Governments
	(ii) The number of partnerships at the national, subregional and regional levels that support, including through South-South cooperation, an integrated approach in the implementation of the UNEP programme of work **Unit of measure:** Number of partnerships at the national, subregional and regional levels involved in implementing an integrated approach relevant to the UNEP programme of work	December 2017 (baseline): 30 December 2019 (expected): +12 (42) Progress expected in December 2020: +12 (54) Progress expected in December 2021: +12 (64) **Data sources and analysis plan:** Survey of partnerships
(d) Strengthened transparency and accountability of UNEP as a results-based organization	(i) Implementation of audit and investigation recommendations **Unit of measure:** Percentage of audit and investigation recommendations acted upon	December 2017 (baseline): 85 December 2019 (expected): +2 (88%) Progress expected by December 2020: +1 (89%) Progress expected by December 2021: +1 (90%) **Data sources and analysis plan:** Review of recommendations with relevant audit and investigation bodies
	(ii) UNEP senior management decisions informed by management and performance information **Unit of measure:** Number of issues decided upon by the UNEP senior management team that are derived from business intelligence data or performance information	December 2017 (baseline): 1 December 2019 (expected): +1 (2) Progress expected by December 2020: +2 (4) Progress expected by December 2021: +2 (6) **Data sources and analysis plan:** Minutes of UNEP senior management team meetings
	(iii) Evaluations providing a rating of "satisfactory" or higher for project performance **Unit of measure:** Percentage of evaluations providing a rating of "satisfactory" or higher	December 2017 (baseline): 69 December 2019 (expected): +2 (71%) Progress expected by December 2020: +2 (73%) Progress expected by December 2021: +2 (75%) **Data sources and analysis plan:** Project evaluation reports, subprogramme evaluation reports, biannual synthesis report

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.

	(iv) Implementation of accepted evaluation recommendations within the time frame defined in the implementation plan **Unit of measure:** Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan	December 2017 (baseline): 80 per cent[17] December 2019 (expected): +3 (83%) Progress expected by December 2020: +1 (84%) Progress expected by December 2021: +2 (86%) **Data sources and analysis plan:** Evaluation progress report to the UNEP Executive Director and Deputy Executive Director
	(v) Reduction of greenhouse gas emissions from UNEP operations and travel by staff **Unit of measure:** Reduction in greenhouse gas emissions from UNEP Operations staff travel, in metric tons of carbon dioxide equivalent (tons CO_2e)	December 2017 (baseline): TBD[18] December 2019 (expected): -3% Progress expected in December 2020: -3% Progress expected in December 2021: - 3% (-6%) **Data sources and analysis plan:** Data on greenhouse gas emissions regularly monitored as part of the UNEP environmental management plan and reported as part of an annual UNEP environmental management system progress report and Environment Assembly report
	(vi) UNEP offices that implement that implement context-specific environment management systems or concrete environmental management measures **Unit of measure:** Number of UNEP offices (including regional and other [19]outposted offices) that undertake specific environmental management measures pursuant to their environmental management systems	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)
	(vii) UNEP climate neutrality through procurement of certified emission reductions **Unit of measure:** Years of climate neutrality of all UNEP climate emissions	December 2017 (baseline): 9 December 2019 (expected): +2 (11) Progress expected in December 2020: +1 (12) Progress expected in December 2021: +1 (13)

Resource requirements: Executive Direction and Management

100.   The executive direction and management component represents a function delivered primarily by the Executive Office. However, the Evaluation Office and the Policy and Programme Division will also support and contribute to this component.

---

[17] 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.

[18] Will be available in December 2018.

[19] Headquarters, regional and other outposted.

101.   The financial and human resources allocated for executive direction and management in the 2020–2021 budget amount to $13.2 million and provide for 39 positions, as compared to $14.5 million and 33 positions in the 2018–2019 budget. The overall decrease in financial resources is mainly attributable to the reduction in earmarked funds, owing to the alignment of these resources with the corresponding subprogrammes. In the Environment Fund, non-post-related financial resources are reduced by $1.5 million in line with the overall decrease of the envelope, as well as the anticipated efficiency measures aimed at more effective management of resources across all budget categories. This reduction is partially offset by an increase in the budget for seven additional positions to be allocated to executive direction and management functions. In the previous programme of work, this expenditure fell under various subprogrammes, and it does not represent a request for additional resources.

Table 6 (a)
Financial resource requirement by funding category: executive direction and management
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	*2018-2019*	*Changes*	*2020-2021*
A. Environment Fund			
Post	3 700	900	4 600
Non-post	4 100	(1 500)	2 600
Subtotal A	7 800	(600)	7 200
B. Earmarked funds			
Post			200
Non-post	600	(300)	100
Subtotal B	600	(300)	300
C. Global funds			
Post		–	–
Non-post		–	–
Subtotal C	–	–	–
D. Programme support costs			
Post		–	–
Non-post	400	(400)	–
Subtotal D	400	(400)	–
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	(1 300)	13 222

Note: Figures may vary slightly owing to rounding.

Table 6 (b)
Human resource requirement by funding category: executive direction and management

	Staffing resources (number of posts)		
Category	*2018–2019*	*Change*	*2020–2021*
A. Environment Fund	16	7	23
B. Earmarked funds	–	1	1
C. Global funds	–	–	–
D. Programme support costs	1	(1)	–
E. Regular budget	16	(1)	15
Total (A+B+C+D+E)	**33**	**6**	**39**

IV.   Programme of work

102.   The budget for the proposed work under the seven subprogrammes for 2020–2021 is $841,163 million. This budget comprises requirements of $166.8 million from the Environment Fund (excluding the fund programme reserve), $379.4 million from total earmarked funds, $18.8 million from programme support costs, $30.36 million from the regular budget of the United Nations and $245.8 million from global funds.

103.   UNEP will deliver on the results of the 2030 Agenda in a holistic and coherent manner. The links between each subprogramme and the SDG indicators and targets, both at the impact and indicator levels, are set out below. In addition, the table in Annex I lists the impact-level SDG indicators and targets that UNEP will contribute to as a whole.

Gender considerations

104.   Gender equality and women's empowerment is recognized as a cross-cutting priority across all aspects of UNEP work and is guided by the UNEP 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 SDGs, including the environment-related ones. This necessitates promoting the participation of men and women in all environmental protection and sustainable development activities. Further, giving women voice and agency can be transformative at all levels of environmental management.

105.   The 2030 Agenda and its accompanying SDGs lay out a vision of gender equality and the empowerment of all women and girls by 2030. Gender equality is not limited to SDG 5 (on gender equality). It is integral to the 2030 Agenda and is both an enabler and accelerator for achieving all the SDGs. In the biennium 2020–2021, UNEP 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 to the achievement of the SDGs.

South-South cooperation

106.   In 2005, the UNEP Governing Council at its twenty-third session adopted the Bali Strategic Plan for Technology Support and Capacity-Building. Under this plan, UNEP was requested to strengthen its South-South cooperation strategy as a means of implementing the strategic plan.

107.   Following this directive, the adoption in 2007 of Governing Council decision 24/12 on "South-South Cooperation in achieving Sustainable Development" led to the drafting in 2011 of a policy guidance note about integrating South-South cooperation into the UNEP programme of work for that biennium.

108.   The United Nations Conference on Sustainable Development in 2012 (Rio+20) identified South-South cooperation as a key tool for enabling developing countries to progress towards environmental sustainability. This in turn led to the implementation of the SAMOA (SIDS Accelerated Modalities of Action) Pathway in 2017, in response to UNEA resolution 2/4, which stated that UNEP action in support of the SAMOA Pathway would be implemented through the partnerships that UNEP convened or supported, allowing small island developing States to gain access to the South-South and North-South cooperation frameworks and capacity-building activities included in such partnerships. Thus, the role of UNEP is to disseminate knowledge and facilitate information sharing, technology transfer and capacity-building among countries to support them in achieving the environmental dimension of the 2030 Agenda, in consultation with member States. Within this framework, UNEP will:

(a)   Promote further integration of South-South cooperation across UNEP system policy, programming and partnership activities;

(b)   Strengthen, at all levels, organization-wide efforts in relation to South-South cooperation engagement, as well as institutional capacities;

(c)   Promote United Nation system inter-agency linkages while monitoring and following up on strategic and political issues related to South-South cooperation and triangular cooperation;

(d)   Engage with the United Nations Office for South-South Cooperation and other multilateral system entities, including international organizations, civil-society organizations, academia, the private sector and others, to leverage partnerships in support of South-South cooperation and triangular cooperation; and

(e)   Support the transfer of innovative southern development solutions and recommendations to development partners to support the implementation of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries.

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

Subprogramme 1
Climate change

Table 7
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 SDG indicators[20]	**Adaptation:**
	SDG Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. *Indicator: 13.1.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (Tier II, custodian agency: UNISDR)*
	SDG 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 III, custodian agency: UNCCD)*
	Mitigation:
	SDG Target 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services. *Indicators: 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)*
	SDG Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix. *Indicator: 7.2.1 Renewable energy share in the total final energy consumption (Tier I, possible custodian agencies: UNSD, IEA, IRENA)*
	SDG Target 7.3: By 2030, double the global rate of improvement in energy efficiency. *Indicator: 7.3.1 Energy intensity measured in terms of primary energy and GDP (Tier I, custodian agencies: UNSD, IEA)*
	SDG 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 CO_2 emission per unit of value added (Tier I, custodian agencies: UNIDO, IEA)*
	SDG 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, custodian agency: IOC-UNESCO)*
	REDD-plus:
	SDG 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. *Indicator 15.1.1 Forest area as a proportion of total land area (Tier I, custodian agency: FAO)*
	SDG Target 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. *Indicator: 15.2.1 Progress towards sustainable forest management (Tier II, custodian agency: FAO)*
Relevant Environment Assembly resolutions	Environment Assembly resolution 1/8 – Ecosystem-based adaptation
	Environment Assembly resolution 2/6 – Supporting the Paris Agreement
	Environment Assembly resolution 3/5 – Investing in innovative environmental solutions for accelerating the implementation of the SDGs

---

[20] 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. UNEP will continue to follow the deliberations on articles 13 (transparency framework) and 14 (stock-taking) of the Paris Agreement closely and as and when clear indicators are agreed on under the UNFCCC process they can be brought into the UNEP results framework and reporting to member States.

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

Expected accomplishments of the secretariat	Indicators of achievement	Targets	Relevant global SDG indicators
(a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation	(i) The number of countries supported by UNEP with institutional arrangements in place to coordinate national adaptation plans **Unit of measure:** Number of countries that have improved institutional arrangements in place	December 2017 (baseline): 0 December 2019 (expected): +10 (10)[21] 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 the UNFCCC secretariat and project progress reports, which should provide evidence of the degree to which institutional capacity is put in place, measured through: national adaptation plans; adaptation communications submitted to the UNFCCC secretariat	Indicator 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, custodian agency: UNFCCC)*
	(ii) The number of countries supported by UNEP that have technical capacity to integrate ecosystem-based management into their national adaptation plans **Unit of measure:** Number of countries that have increased technical capacity to implement ecosystem-based adaptation[22]	December 2017 (baseline): 0 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 the UNFCCC secretariat 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 UNFCCC secretariat	Indicator 13.3.1: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula *(Tier III, custodian agencies: UNFCCC, UNESCO-UIS)* Indicator 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, custodian agencies: UNFCCC, UNESCO-UIS)*

---

[21] Baselines will be adjusted based on progress achieved in the period 2018–2019.

[22] 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; and (iii) implementation of adaptation options including ecosystem-based adaptation has started. Related to SDG Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

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

	(iii) The number of countries supported by UNEP that are ready to access or have accessed climate change adaptation finance to implement adaptation plans[23] **Unit of measure:** (a) Number of countries that have received finance readiness support (b) Number of countries with approved projects under different funds for adaptation	December 2017 (baseline): (a) 0 (b) 0 December 2019 (expected): (a) +6 (6) (b) +4 (4) Progress expected by December 2020: (a) +5 (11) (b) +5 (9) Progress expected by June 2021: (a) +5 (16) (b) +5 (14) Progress expected by December 2021: (a) +5 (21) (b) +5 (19) **Data sources and analysis plan:** 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, GCF)	Indicator 13.a.1: Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the $100 billion commitment *(Tier III, custodian agencies: UNFCCC, OECD)* Indicator 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, custodian agencies: OHRLLS, regional commissions, AOSIS, SIDS, Samoa Pathway)*
(b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies	(i) The number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies[24] **Unit of measure:** Number of countries that have adopted or are implementing plans, strategies or policies on energy efficiency, renewable energy and/or cleaner technologies	December 2017 (baseline): 0 December 2019 (expected): +35 (35) Progress expected by December 2020: +5 (40) Progress expected by June 2021: +5 (45) Progress expected by December 2021: +10 (55) **Data sources and analysis plan:** Project progress reports, national communications and nationally determined contributions to the UNFCCC; UNFCCC synthesis reports on national communications and nationally determined contributions	Indicator 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, custodian agency: UNFCCC)*

---

[23] 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 GCF.

[24] Related to SDG Targets 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix; and 7.3: By 2030, double the global rate of improvement in energy efficiency.

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

	(ii) Climate finance invested by countries or institutions for clean energy, energy efficiency and/or amount of decarbonized assets, with UNEP support. **Unit of measure:** (a) Dollar amount invested by countries or institutions for clean energy, energy efficiency (b) Dollar amount of decarbonized assets	Progress expected by December 2017 (baseline): (a) ($ 526 million) (b) ($0 billion) Progress expected by December 2019: (a) +$100 million ($ 626 million) (b) +$100 billion ($100 billion) Progress expected by December 2020: (a) +$50 million ($ 676 million) (b) +$50 billion ($150 billion) Progress expected by June 2021: (a) +$0 million ($ 676 million) (b) +$0 billion ($150 billion) Progress expected by December 2021: (a) +$50 million ($ 726 million) (b) +$50 billion ($200 billion) **Data sources and analysis plan:** Annual reports from institutions on measuring and disclosing the volume of decarbonized assets	Indicator 13.a.1: Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the $100 billion commitment *(Tier III, custodian agencies: UNFCCC, OECD)*
(c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions, as well as social and environmental benefits	(i) Countries securing finance, including performance-based finance, for the implementation of REDD-plus[25] policies and measures[26] **Unit of measure:** Number of countries that have secured performance-based finance for REDD-plus that is consistent with UNFCCC methodological guidance on REDD-plus (such as GCF)	Progress expected by December 2017 (baseline): 0 Progress expected by December 2019: +20 (20) Progress expected by December 2020: +2 (22) Progress expected by June 2021: +2 (24) Progress expected by December 2021: +2 (26) **Data sources and analysis plan:** UN-REDD progress reports, UNFCCC submissions that provide evidence of finance received for the implementation of policies and measures and verified emission	Indicator 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, custodian agencies: OHRLLS, regional commissions, AOSIS,*

---

[25] 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.

[26] Related to SDG Target 15.a: Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

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

		reductions from REDD-plus; progress reports on the implementation of REDD-plus policies and measures; funding agreements for REDD-plus activities; GCF board decisions on funding proposal approvals reporting on bilateral funding agreements for REDD-plus	*SIDS, Samoa Pathway)*
	(ii) The number of countries that demonstrate quantifiable ability to generate social and environmental (non-carbon) benefits from REDD-plus implementation	December 2017 (baseline): 0	Indicator 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, custodian agency: UNFCCC)*
		December 2019 (expected): +25[27]	
		Progress expected by December 2020: +2 (27)	
		Progress expected by June 2021: +2 (29)	
		Progress expected by December 2021: +2 (31)	
	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 the UNFCCC, including the "Lima REDD+ Information Hub"; summary of information on safeguards/ participatory national monitoring and evaluation of policies and measures; reports from oversight institutions	

Strategy

110.   Guided by 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 and the Kigali Amendment. The overall objective of the subprogramme is to strengthen countries' transition to low-emission economic development and enhance their adaptation and resilience to climate change. Looking ahead to 2030, the ultimate impact that UNEP aims to contribute on climate change is to reduce countries' vulnerability to the adverse impacts of climate change and reduce emissions of greenhouse gases so as to close the adaptation and emission gaps.[28] This impact can be realized through support to countries and stakeholder for immediate and long-term climate action.

111.   In order to achieve this change, UNEP will address science, policy, technology and finance. In 2020–2021, UNEP will continue support to countries in: (a) building technical capacity, accessing adaptation finance and setting up institutions to coordinate development and implementation of national adaptation plans that integrate ecosystem-based adaptation; (b) developing policies and standards to transform markets and promote investment in clean energy and efficient technology and system solutions; and (c) implementing policies that achieve quantifiable carbon, social and environmental land-use benefits. As cities are of particular importance in an era of accelerated

---

[27] As of September 2018, UNEP is unlikely to reach its target set out in the 2018–2019 Programme of Work, thus the 2019 expected achievement is lower than the 2019 Programme of Work target.

[28] Adaptation gap and emission gap reports 2017 (available at https://www.unenvironment.org/resources/adaptation-gap-report and https://www.unenvironment.org/resources/emissions-gap-report-2017).

urbanization, there will be a specific focus on low carbon urban development. Throughout its work, UNEP will implement gender-sensitive actions and promote South-South cooperation. Partnerships will be critical to achieving the desired impact. Targeted, strategic communication and advocacy will be used to improve public perception of the urgency and effectiveness of climate change action, supporting the subprogramme in its delivery.

112.   In the area of adaptation and resilience UNEP, together with its partners[29] and partnerships[30] and guided by Environment Assembly resolution 1/8 on ecosystem-based adaptation, will continue to provide support for strengthening institutions and enhancing countries' capacities to advance national adaptation planning and implementation. Together with its partners, UNEP will promote implementation of national action plans and ecosystem-based adaptation. UNEP will continue to support vulnerable countries as mandated by Environment Assembly resolution 1/8.[31] UNEP will further analyse the effectiveness of ecosystem-based adaptation, including through implementation of ecosystem-based adaptation at scale in different ecosystems; undertake vulnerability impact assessments, guided by the Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation; and conduct economic assessments of adaptation options. Information on successful adaptation will be disseminated through UNEP-led knowledge networks such as the Global Adaptation Network and its regional wings.

113.   In the area of mitigation, and guided by Environment Assembly resolutions 3/5 on investing in innovative environmental solutions for accelerating the implementation of the SDGs and resolution 3/8 on preventing and reducing air pollution to improve air quality globally, UNEP will continue to strengthen partnerships such as the Sustainable Energy for All initiative, the Global Fuel Economy Initiative, the Global Efficient Lighting Partnership Programme, the Global Efficient Appliances and Equipment Partnership, the District Energy in Cities Initiative, the United for Efficiency initiative, the Portfolio Decarbonization Coalition and the Global Alliance for Buildings and Construction, including partners such as the International Renewable Energy Agency (IRENA). Through the Climate Technology Centre and Network, UNEP 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.

114.   UNEP will continue to engage with non-State actors. For example, the Portfolio Decarbonization Coalition[32] will be expanded, with new member institutions committing to reduce the carbon footprint of their managed assets. UNEP will continue to work with the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants[33] 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 UNEP-led assessments, nationally determined contributions and biennial progress reports, which will continue to be developed with UNEP support. UNEP will continue to support negotiators upon request by countries.

---

[29] These include the UNDP, the United Nations Institute for Training and Research, 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).

[30] For example, the Global Centre of Excellence on Adaptation, the Adaptation Network and the World Adaptation Science Programme.

[31] UNEP/EA.1/10, annex I.

[32] http://unepfi.org/pdc/about/.

[33] 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.

115.   UNEP and its partners in UN-REDD (the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP)) will continue to help countries respond to the Warsaw Framework for REDD-plus[34] for accessing results-based payments. Support will take the form of both large investments to trigger transformative change through the development, implementation and monitoring of REDD-plus policies and measures and smaller-scale technical support to prepare countries for effective, transparent and equitable management of financial flows for REDD-plus. UNEP will further strengthen its work with the private sector to support the development of innovative financing options. UNEP will facilitate knowledge-sharing mechanisms and communication and outreach across sectors. Finally, UNEP will support the realization and monitoring of non-carbon benefits from REDD-plus and other natural solutions for climate change mitigation.

116.   In support of these three expected accomplishments, UNEP supports countries to establish transparency measures, such national planning documentation, national communications and greenhouse gas inventories. It also provides technical assistance to countries on updating their regulatory frameworks in support of decarbonization. This support is mainly financed through GEF and various climate funds under their respective funding windows for enabling conditions.

---

[34] 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 so-called Cancun safeguards are being addressed and respected.

Figure 1
Theory of change – Climate change

The UNFCC Paris Agreement will enter into force in 2020	Countries have reduced their vulnerability to adverse climate change impacts and maintain climate-resilient development trajectories	Countries achieve emissions reduction consistent with a 1.5/2-degree Celsius stabilization pathway	Countries have reduced forest emissions and enhanced carbon stocks in forests while contributing to national sustainable development	Partnerships are used to leverage climate finance and increase impact
Climate finance and other resources will be available for the implementation of the programme of work	Countries institutionalize, implement one cycle of and monitor national adaptation plans that integrate ecosystem-based adaptation	Countries institutionalize low emission policies and invest in renewable energy and energy efficiency	REDD-plus countries reduce deforestation and forest degradation and enhance the conservation of forests	UNEP tools, methods, are used and pilots scaled up by partners
Countries seek UNEP support to address climate change	Countries increasingly advance their near-term and long-term national adaptation plans, which integrate ecosystem-based adaptation	Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technology	Countries increasingly adopt and implement forest-friendly policies and measures that achieve quantifiable emissions reductions, as well as social and environmental benefits	
	Tools, methods, science, knowledge networks to advance the national adaptation plan process that integrates ecosystem-based adaptation are available	Tools, science, knowledge networks and approaches to develop low emission policies and plans are available	Tools and approaches for REDD-plus planning development are available	
	Ecosystem-based adaptation is piloted and integrated into national development plans	Renewable energy, energy efficiency and short-lived climate pollutant initiatives are implemented	National REDD-plus strategies are implemented	
	Finance for national adaptation plans and ecosystem-based adaptation and readiness is available	Finance for mitigation and readiness is available	Results-based finance is accessed through policies and measures implementation	
	Outreach, communication	Outreach, communication	Outreach, communication	

Key

Intermediate states	Expected accomplishments	Drivers	
2030 impacts	Key deliverables	Assumptions	= Linkages

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

External factors and risks

117. The climate change subprogramme is expected to achieve its expected accomplishments by supporting and complementing, as appropriate, the actions of member States implement their nationally determined contributions to the United Nations Framework Convention on Climate Change (UNFCCC) and Paris Agreement, as applicable, but it is recognized that specific actions and targets by member States are nationally determined . Risks that could hamper the attainment of the targets include the availability of resources to support countries in transitioning to low-emission economic development pathways and enhancing their adaptation and resilience to climate change. Drivers of change include partnerships, which will leverage climate finance and increase impact, as well as UNEP methods, tools, assessments and pilots, especially if they are taken to scale by partners.

Table 8
Outputs planned for the biennium: Climate change

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
Outputs planned for the biennium in pursuit of expected accomplishment (a): Countries increasingly advance their near-term and long-term national plans, which integrate ecosystem-based adaptation		
1. Technical support provided to countries to develop tools, methods, scientific evidence and knowledge networks and promote South-South cooperation to advance near-term and long-term national plans that integrate ecosystem-based adaptation	Ecosystems Division	Science Division, regional offices
2. Technical support provided to countries to implement ecosystem-based adaptation and integrate it into national plans	Ecosystems Division	Regional offices
3. Support provided to countries to access adaptation finance and strengthen readiness for deploying adaptation finance	Ecosystems Division	Economy Division, regional offices
4. Technical support provided to countries to address UNFCCC commitments, implementation, negotiations and reporting	Ecosystems Division	Law Division, regional offices
5. Outreach and communication for adaptation	Communication Division	Regional offices
Outputs planned for the biennium in pursuit of expected accomplishment (b): Countries increasingly adopt, integrate 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 Division	Regional offices
2. Scientific knowledge generated on emerging issues relevant to low-emission development decision-making and policy (e.g., Emissions Gap Report)	Science Division	Regional offices
3. Technical support provided to countries to develop tools, plans and policies for low-emission development	Economy Division	Regional offices
4. Technical support provided to countries to implement and scale up renewable energy and energy efficiency projects	Economy Division	Regional offices
5. Readiness of countries and institutions to access or mobilize climate finance strengthened including through support to make projects bankable and replicable	Economy Division	Ecosystems Division, regional offices
6. Technical support provided to countries to address UNFCCC commitments, monitoring, reporting requirements and mainstreaming results into national development planning	Economy Division	Regional offices

7. Technical support provided to countries through the Climate Technology Centre and Network established under the UNFCCC	Economy Division	Ecosystems Division, regional offices
8. Partnerships and multi-stakeholder networks facilitate knowledge exchange and South-South cooperation	Economy Division	Regional offices
9. Outreach and communication for mitigation	Communications Division	Regional offices
Outputs planned for the biennium in pursuit of expected accomplishment (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; (c) estimate forest reference emission levels; and (d) build national forest monitoring systems	Ecosystems Division	Regional offices
2. Strategic support for transformative land management approach	Ecosystems Division	Regional offices
3. Outreach and communication on the benefits of reducing emissions from deforestation and forest degradation	Communications Division	Regional offices

Resource requirements: Climate change

118.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $261.4 million and provide for 176 positions, as compared to $181.3 million and 134 positions in the 2018–2019 budget. The overall increase in the allocation is prompted by the estimated contributions of the earmarked and global funds based on historical trends over the last biennium. This increase is partially offset by a reduction of $10.1 million against the Environment Fund in line with the decrease of the total envelope. An increase of 6 positions is proposed under the Environment Fund, as existing positions are aligned with the subprogramme to which they mainly contribute. Under the earmarked and global funds, the expected increase in the number of positions is in line with the projected increase in the associated financial resources leading to an increase in more projects and activities to be implemented. Accordingly, additional staff positions will be required. Unlike core positions funded from the Environment Fund, such project positions have a limited duration, and their financial sustainability and obligation are governed by the donor legal instruments/contracts as well as the lifespan of the projects to which they contribute.

Table 9 (a)
Financial resource requirement by funding category: climate change
(*Thousands of United States dollars*)

Category	Financial resources (thousands of United States dollars)		
	2018-2019	*Changes*	*2020-2021*
A. Environment Fund			
Post	15 000	(500)	14 500
Non-post	17 300	(9 600)	7 700
Subtotal A	32 300	(10 100)	22 200
B. Earmarked funds			
Post			16 700
Non-post	112 600	32 200	128 100
Subtotal B	112 600	32 200	144 800
C. Global funds			
Post			8 600
Non-post	29 500	54 000	74 900
Subtotal C	29 500	54 000	83 500
D. Programme support costs			
Post			3 200
Non-post	3 200	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	80 100	261 422

Note: Figures may vary slightly owing to rounding.

Table 9 (b)
Human resource requirement by funding category: climate change

Category	Staffing resources (number of posts)		
	2018–2019	*Change*	*2020–2021*
A. Environment Fund	53	6	59
B. Earmarked funds	54	4	58
C. Global funds	10	23	33
D. Programme support costs	7	9	16
E. Regular budget	10	–	10
Total (A+B+C+D+E)	**134**	**42**	**176**

Note: Figures may vary slightly owing to rounding.

Subprogramme 2

Resilience to disasters and conflicts

Table 10

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 crises[35]

Relevant impact-level SDG indicators	SDG 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 that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 (Tier II, custodian agency: UNISDR)*
	SDG 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 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 (Tier II, custodian agency: UNISDR); 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies (Tier III, custodian agency: UNISDR)*
Relevant Environment Assembly resolutions	Environment Assembly resolution 2/15 – Protection of the environment in areas affected by armed conflict
	Environment Assembly resolution 3/1 – Pollution mitigation and control in areas affected by armed conflict or terrorism

Expected accomplishments of the secretariat	*Indicators of achievement*	*Targets*	*Relevant global SDG indicators*
(a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks[36]	(i) The number of countries in which environmental issues are addressed in national disaster risk reduction strategies **Unit of measure:** Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework[37]	December 2017 (baseline): 20 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	Indicator 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) *(Tier II, custodian agency: UNISDR)*

---

[35] UNEP work in this area encompasses disasters, industrial accidents and armed conflicts that have severe environmental consequences.

[36] Related to SDG Targets 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*; 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*; 13.1: *Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries*; and 16.1: *Significantly reduce all forms of violence and related death rates everywhere.*

[37] 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

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts while building resilience to future crises[35]

		December 2021 (target): +1 **Data sources and analysis plan:** Member States reporting on the Sendai Framework[38]	
	(ii) The number of international partners' policies on risk reduction that integrate best practices in sustainable natural resource management advocated by UNEP[39] **Unit of measure:** Number of policies significant to the overall strategy and direction of the organization that integrate environmental approaches to risk reduction	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 **Data sources and analysis plan:** (a) International partner reports and surveys (b) References to UNEP in policies	Indicator 6.5.2: Proportion of transboundary basin area with an operational arrangement for water cooperation *(Tier II, custodian agencies: UNESCO-International Hydrological Programme, ECE)*
(b) Emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery	(i) Percentage of country requests for emergency response met by UNEP **Unit of measure:** Percentage of formal requests for UNEP assistance in the case of a disaster or conflict received from a government or a United Nations humanitarian coordinator, where a UNEP team has been deployed,	December 2017 (baseline): 94.44 (% of requests received in 2016–2017) December 2019 (expected): 90% (of requests received cumulatively) Progress expected at June 2020: +0 (at least 90%)	Indicator 11.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (also 13.1.1) *(Tier II, custodian agency: UNISDR)* Indicator 11.5.2: Direct economic loss in relation to global GDP,

"Substantially increase the number of countries with national and local DRR strategies by 2020". UNEP 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 UNEP work and the Sendai framework. In this way, UNEP ensures that the environment becomes institutionalized into the process of disaster risk reduction strategies. Clearly, UNEP is not the sole organization working in this domain and we fully recognize the attribution problem implicit in this indicator. Nevertheless, UNEP believes this is an appropriate outcome level indicator that demonstrates the extent to which environmental risks are being addressed in national-level planning frameworks. In addition this indicator helps to set the context in which the second indicator under this expected accomplishment is more directly associated with UNEP work.

[38] This target is one of the seven global targets of the Sendai Framework and is priority 3 of four priorities for action, Investing in disaster risk reduction for resilience. The Sendai Framework is available at https://www.unisdr.org/we/coordinate/sendai-framework. The monitoring network is available at https://www.unisdr.org/we/monitor.

[39] "International partners" in this context refers to international organizations working on humanitarian response and provision or peacekeeping and peacebuilding activities (such as UNHCR, WFP, OCHA, the International Committee of the Red Cross, DPA, DPKO and other intergovernmental organizations) and the transition to longer-term development (including UNDP, financial institutions such as the World Bank and regional development banks, regional political and development organizations and so on).

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts while building resilience to future crises[35]

either alone or as part of a joint team	Progress expected at December 2020: +0 (at least 90%) Progress expected at June 2021: +0 (at least 90%) December 2021: +0 (at least 90%) **Data sources and analysis plan:** (a) List of formal requests received by the Joint Environment Unit (UNEP-OCHA) or the Crisis Management Branch of UNEP (b) Assessment, mission and donor reports	damage to critical infrastructure and number of disruptions to basic services, attributed to disasters *(Tier II, custodian agency: UNISDR)*

Objective of the organization: Countries increasingly prevent and reduce the environmental impacts of disasters and conflicts while building resilience to future crises[35]

	(ii) Percentage of post-crisis recovery plans by governments or international partners[40] that integrate UNEP assessment recommendations[41] **Unit of measure:** Percentage of post-crisis recovery plans integrating UNEP recommendations after six months as a rolling percentage of the total number of assessments done over the preceding five years	December 2017 (baseline): 64% December 2019 (expected): +2% (66%) Progress at June 2020: +1% (67%) Progress at December 2020: +1% (68%) Progress at June 2021: +1% (69%) Progress at December 2021: +1% (70%) **Data sources and analysis plan**: Analysis of post-crisis recovery plans and reports from donor conferences compared with recommendations in the original assessments
(c) Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development[42]	(i) Countries emerging from crisis progress along the CCF[43] with UNEP support **Unit of measure:** Percentage of countries in which UNEP has a long-term presence that progress the required number of steps along the CCF from a baseline that is reset at the beginning of the medium-term strategy 2018–2021 period	December 2017 (baseline): 87 per cent of countries had progressed two cumulative steps along the CCF since December 2013 December 2019 (expected): +13 (A total of 100% of countries progress two cumulative steps along the CCF since December 2013) Progress at December 2020: A total of 50% of countries progress one cumulative step along the CCF (since December 2017) Progress 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 team[44]

Strategy

119.   The overall objective of this subprogramme is to ensure that countries build sufficient resilience to prevent and reduce the environmental causes and consequences of natural disasters, industrial accidents and armed conflicts. Looking ahead to 2030, the ultimate impact of the work of UNEP 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. Effective implementation of this subprogramme would be an important contribution to the third United Nations' Environment Assembly's pollution agenda given that natural disasters, industrial accidents and armed conflicts are often potent and persistent sources of pollution.

120.   The 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 States.[45] It will pay particular attention to addressing the causes and consequences of environmental security through work on understanding and identifying emerging environmental threats to security, and to support partners in the United Nations system who are working to address those threats at both the political and programmatic level.

121.   Effective global and national partnerships, both within and outside the United Nations system, are key to ensuring that UNEP efforts result in meaningful change, as well as the uptake and sustainability of results.

122.   During 2020-2021, UNEP will work to have an impact in three ways. First, it will endeavour to ensure that the international community and vulnerable countries use best practice environmental management approaches to prevent and reduce the impacts of crises, including natural disasters, industrial accidents and armed conflicts.[46] UNEP is already working with many of the key actors in this domain through the Partnership for Environment and Disaster Risk Reduction, a global alliance of United Nations agencies, non-governmental organizations and specialist institutes. Other partners in this domain include the African Union, the United Nations Office for Disaster Risk Reduction

---

[40] "International partners" in this context refers to international organizations working on humanitarian response and provision, or peacekeeping and peacebuilding activities (such as UNHCR, WFP, OCHA, the International Committee of the Red Cross and Red Crescent Societies, DPA, DPKO and other intergovernmental organizations) and those working on the transition to longer-term development (including UNDP, financial institutions such as the World Bank and regional development banks, regional political and development organizations).

[41] 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. covering the period starting 66 months and finishing six months before the report)..

[42] Related to SDG targets 16.6: Develop effective, accountable and transparent institutions at all levels; 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 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans for implementing all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

[43] The country capacity framework (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).

[44] Note that the process of gathering the data for the CCF is very time intensive and so is done annually to ensure that a thorough report can be delivered. .

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

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

(UNISDR), the Department of Political Affairs (DPA), the World Bank and UNDP. Private sector partners will be particularly important for UNEP in its work to reduce the risks and impacts of industrial accidents.

123.   Second, UNEP will work to enable countries and the humanitarian community to respond rapidly to the environmental impacts of crises. A key partner in this area is the Office for the Coordination of Humanitarian Affairs (OCHA). Working through the Joint Environment Unit that it has maintained with OCHA for more than 25 years, UNEP can reach the wider humanitarian community. These partnerships will be critical to extending the capacity of UNEP and scaling up results, notably by mainstreaming environmental best practices into other organizations' policy and planning processes. One example of this is the ongoing work to reduce the environmental footprints of United Nations peacekeeping and humanitarian operations.

124.   Third, UNEP will support countries that have experienced a crisis in reinstating key environmental policies in order to encourage more sustainable and effective recovery. Key partners here are governments, national actors and United Nations country teams in crisis-affected countries, including UNDP, DPA, the Department of Peacekeeping Operations (DPKO), the International Organization for Migration and the Office of the United Nations High Commissioner for Refugees (UNHCR).

125.   The work of UNEP 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 SDGs and reinforce the voice of UNEP in everyday discussions about resilience to disasters and conflicts.

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

127.   Meanwhile, the subprogramme will leverage synergies across other subprogrammes, particularly climate change; environmental governance; healthy and productive ecosystems; and chemicals, waste and air quality. The synergies with the climate change subprogramme are particularly relevant given the links between ecosystem approaches to disaster risk reduction and ecosystem-based adaptation and the emerging issue of climate security. The subprogrmame is also actively working with colleagues across the organization to ensure that the work of UNEP is encouraging risk-informed development. The subprogramme aligns closely to the goals of the Sendai Framework on Disaster Risk Reduction as well as the SDGs (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.

Figure 2
Theory of change – Resilience to disasters and conflicts
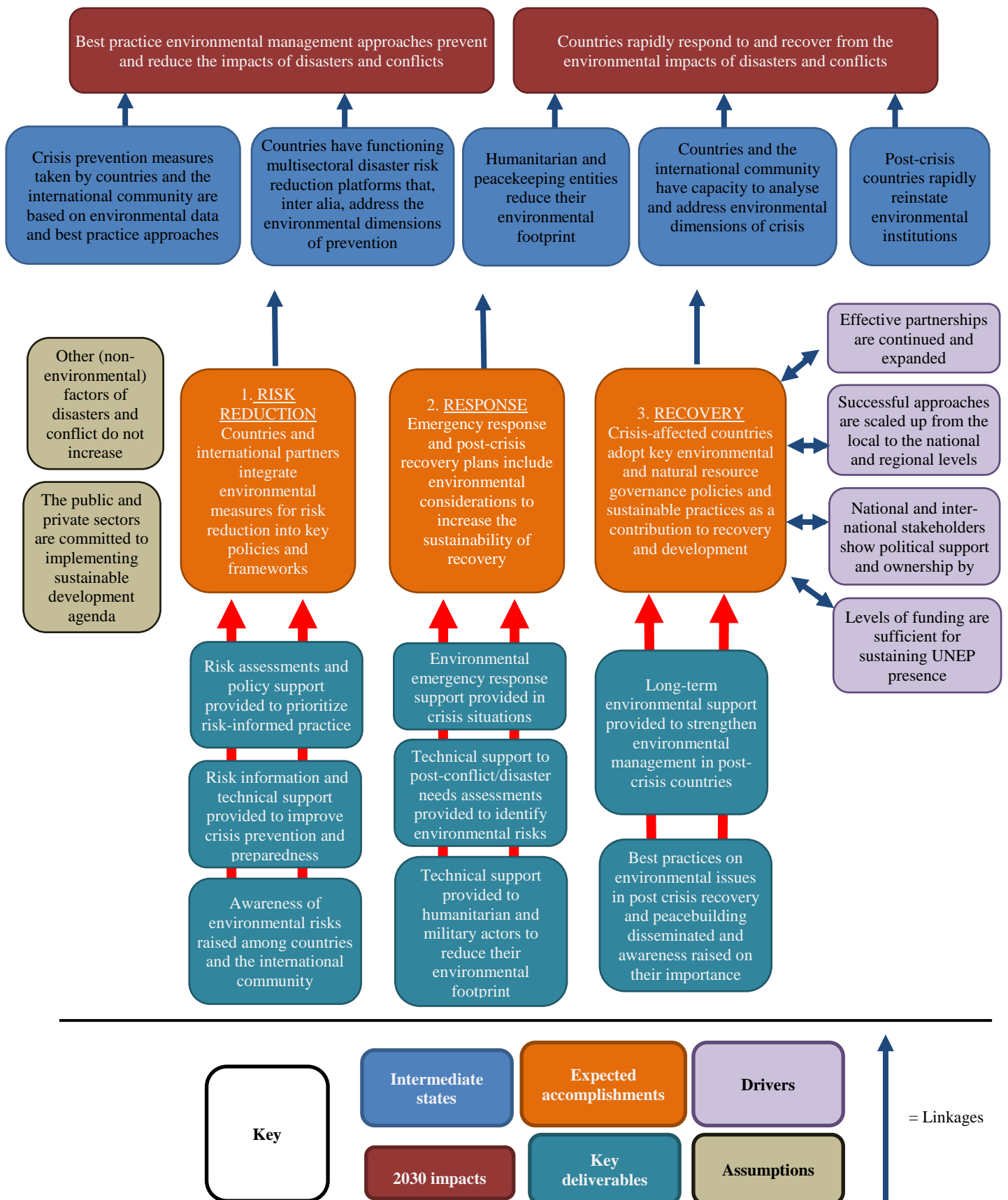
Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors and risks

128.   As one of the critical drivers of success, effective partnerships must expand to influence the policies of major implementing agencies in the humanitarian and security fields. In addition, the subprogramme must be able to scale up successful pilot approaches from the local to the regional level 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.

Table 11
Outputs planned for the biennium: resilience to disasters and conflict

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
Outputs planned for the biennium in pursuit of expected accomplishment (a): Countries and international partners integrate environmental measures for risk reduction into key policies and frameworks		
1. Risk assessments, policy support and training delivered to international and United Nations partners to catalyse environmental cooperation and practical action to address environmental factors contributing to risks from disasters and conflicts	Policy and Programme Division	Science Division, Economy Division, Communications Division, 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 Division	Law Division, Policy and Programme Division, Ecosystems Division, 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 Division	Policy and Programme Division, Ecosystems Division, regional offices
Outputs planned for the biennium in pursuit of expected accomplishment (b): Emergency response and post-crisis recovery plans include environmental considerations to increase the sustainability of recovery		
1. Technical assistance mobilized to assess environmental risks from disasters and conflicts and to catalyse action by affected countries and/or international partners	Policy and Programme Division	Law Division, Policy and Programme Division, Ecosystems Division, regional offices
2. Technical assistance provided to humanitarian and military actors to reduce their environmental footprint	Policy and Programme Division	Law Division, Policy and Programme Division, Ecosystems Division, 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 Division	Law Division, Policy and Programme Division, Ecosystems Division, Economy Division, Communications Division, regional offices

Resource requirements: Resilience to disasters and conflicts

129.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $39.4 million and provide for 46 positions, as compared to $51.1 million and 69 positions in the 2018–2019 budget. The overall decrease in the financial resources is mainly brought by the earmarked funds estimated contributions based on historical trends over the last biennium. To mitigate the effect of this reduction, the Environment Fund budget for this subprogramme is prioritized through a lesser proportion of reduction, brought by the overall decrease in the Environment Fund, as compared to other subprogrammes. In terms of human resources, the decrease in the number of positions under the Environment Fund is due to the alignment of existing positions with the subprogramme to which they mainly contribute. Under the earmarked and global funds, the expected decrease in the number of positions is aligned with the projected reduction in the associated financial resources.

Table 12 (a)
Financial resource requirements by funding category: resilience to disasters and conflicts
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	2018-2019	Changes	2020-2021
A. Environment Fund			
Post	10 000	(1 700)	8 300
Non-post	11 500	(4 200)	7 300
Subtotal A	21 500	(5 900)	15 600
B. Earmarked funds			
Post			4 100
Non-post	24 600	(4 400)	16 100
Subtotal B	24 600	(4 400)	20 200
C. Global funds			
Post		–	–
Non-post		–	–
Subtotal C	–	–	–
D. Programme support costs			
Post			600
Non-post	2 400	(1 400)	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	(11 700)	39 419

Note: Figures may vary slightly owing to rounding.

Table 12 (b)
Human resource requirement by funding category: Resilience to disasters and conflicts

	Staffing resources (number of posts)		
Category	2018–2019	Change	2020–2021
A. Environment Fund	36	(12)	24
B. Earmarked funds	19	(7)	12
C. Global funds	0	0	0
D. Programme support costs	6	(4)	2
E. Regular budget	8	0	8
Total (A+B+C+D+E)	**69**	**(23)**	**46**

Subprogramme 3

Healthy and productive ecosystems

Table 13

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 SDG indicators	SDG 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, custodian agencies: FAO, UN)*
	SDG 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, custodian agencies: UNEP, Ramsar)*
	SDG 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, custodian agency: UNEP)*
	SDG 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, custodian agency: UNEP)*
	SDG 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, custodian agencies: IOC-UNESCO)*
	SDG Target 14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information. *Indicator 14.5.1(Tier I, custodian agencies: UNEP-WCMC, UNEP, Ramsar)*SDG 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, custodian agencies: FAO); 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. (Tier I, custodian agencies: UNEP-WCMC, UNEP)*
	SDG 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 III, custodian agency: UNCCD)*
	SDG 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 II, custodian agency: IUCN)*
	SDG 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, custodian agencies: CBD Secretariat, UNEP)*
Relevant Environment Assembly resolutions	Environment Assembly resolution 1/3 – Illegal trade in wildlife
	Environment Assembly resolution 1/9 – Global Environment Monitoring System/Water Programme (GEMS/Water)
	Environment Assembly resolution 2/3 – Investing in human capacity for sustainable development through environmental education and training
	Environment Assembly resolution 2/4 – Role, functions and modalities for UNEP implementation of the Samoa Pathway as a means of facilitating achievement of the SDGs
	Environment Assembly resolution 2/10 – Oceans and seas
	Environment Assembly resolution 2/12 – Sustainable coral reefs management
	Environment Assembly resolution 2/13 – Sustainable management of natural capital for sustainable development and poverty eradication
	Environment Assembly resolution 2/14 – Illegal trade in wildlife and wildlife products
	Environment Assembly resolution 2/24 – Combating desertification, land degradation and

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.

	drought and promoting sustainable pastoralism and rangelands		
Expected accomplishments of the secretariat	*Indicators of achievement*	*Targets*	*Relevant global SDG indicators*
(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sectoral and transboundary collaboration frameworks[47] at the national and international levels	(i) The number of countries and transboundary collaboration frameworks that have made progress in monitoring and maintaining the health and productivity of marine and terrestrial ecosystems with the assistance of UNEP[48] **Unit of measure:** Number of countries and transboundary collaboration frameworks[49]	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	Indicator 2.4.1: Proportion of agricultural area under productive and sustainable agriculture *(Tier III, custodian agency: FAO)* Indicator 2.5.1: Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities. *(Tier I, custodian agency: FAO)* Indicator 2.5.2: Proportion of local breeds classified as being at risk, not at risk or at unknown level of risk of extinction. *(Tier I, custodian agency: FAO)* Indicator 6.5.1 Degree of integrated watyresources management implementation (0–100) *(Tier II, custodian agency: UNEP)* Indicator 6.6.1: Change in the extent of water-related ecosystems over time *(Tier II, custodian agencies: UNEP, Ramsar)* Indicator 14.1.1: Index of coastal eutrophication and floating plastic debris density *(Tier III, custodian agency: UNEP)* Indicator 14.3.1: Average marine acidity (pH) measured at agreed suite of representative sampling stations *(Tier III, custodian agencies: IOC-UNESCO)* Indicator 14.5.1: Coverage of protected areas in relation to marine areas. *(Tier I, custodian agencies: UNEPWCMC)* Indicator 15.1.1: Forest area as a proportion of total land area *(Tier I, custodian agency: FAO)* Indicator 15.1.2: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas,

---

[47] Cross-sectoral 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.

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

[49] Progress at transboundary level will be calculated as one unit of progress.

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.

by ecosystem type. *(Tier I, custodian agencies: UNEP-WCMC))*

Indicator 15.2.1: Progress towards sustainable forest management. *(Tier II, custodian agency: FAO)*

Indicator 15.3.1: Proportion of land that is degraded over total land area. *(Tier III, custodian agency: UNCCD)*

Indicator 15.4.1: Coverage by protected areas of important sites for mountain biodiversity *(Tier II, custodian agencies: UNEP-WCMC)*

Indicator 15.5.1: Red List Index. *(Tier II, custodian agency: IUCN)*

Indicator 15.7.1: Proportion of traded wildlife that was poached or illicitly trafficked *(Tier II, custodian agencies: UNODC, CITES)* Indicator 15.8.1: Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species *(Tier II, custodian agency: IUCN)*

(ii) The number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services with the assistance of UNEP[50] **Unit of measure:** Number of countries and transboundary collaboration frameworks, that embed the value of ecosystem services.	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	Indicator 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, custodian agencies: UNESCO-UIS)* 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, custodian agencies: CBD Secretariat, UNEP)* Indicator 17.19.1: Dollar value of all resources made available to strengthen statistical capacity in developing countries. *(Tier I), custodian agency: Paris21)*

---

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

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

(iii) The number of countries and groups of countries that improve their cross-sectoral and transboundary collaboration frameworks for marine and terrestrial ecosystem management with the assistance of UNEP[51] **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 conventions 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.	Indicator 6.5.1: Degree of integrated water resources management implementation (0–100). *(Tier II, custodian agency: UNEP)* Indicator 6.5.2: Proportion of transboundary basin area with an operational arrangement for water cooperation *(Tier II, custodian agencies: UNESCO-International Hydrological Programme, ECE)* Indicator 14.2.1: Proportion of national exclusive economic zones managed using ecosystem-based approaches *(Tier III, custodian agency: UNEP)* Indicator 14.6.1: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing *(Tier II, custodian agency: FAO)* Indicator 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, custodian agencies: UN-DOALOS, FAO, UNEP, ILO, other UN-Oceans agencies)* Indicator 15.6.1: Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits. *(Tier II, custodian agency: CBD secretariat)*
(iv) The number of education institutions that integrate the ecosystem approach into education frameworks with the assistance of UNEP **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	Indicator 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, custodian agencies:UNESCO-UIS)* Indicator 12.8.1: Extent to which

---

[51] Countries or groups of countries demonstrate improvement in the institutional set-up for cross-sectoral collaboration through one or more of the following: cross-sectoral 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-sectoral round tables/working groups, formal institutional arrangements, cross-sectoral ecosystem-related performance management systems. UNEP will further support country progress through facilitation of South-South and South-North collaboration, cross-sectoral development partnerships and technical support for sectoral externality assessments.

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.

		education institutions	(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, custodian agencies: UNESCO-UIS)* Indicator 13.3.1: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula. *(Tier III, custodian agencies: UNFCCC, UNESCO-UIS)*
(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) The number of public-sector institutions that test and consider the inclusion of the health and productivity of marine and terrestrial ecosystems in economic decision-making with the assistance of UNEP[52] **Unit of measure:** Number of public-sector institutions	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 plan:** Project progress reports, public environmental expenditure reviews, criteria in budget calls, budget marking systems and other country documentation	Indicator 12.7.1: Number of countries implementing sustainable public procurement policies and action plans *(Tier III, custodian agency: UNEP)* Indicator 15.a.1: Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems *(Tier I/III, custodian agencies: OECD, UNEP, World Bank)*

[52] 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 and accounting and reporting on the impacts of public spending on ecosystem health and productivity. Progress can further be demonstrated by the institution of requirements on the private sector to disclose the nature of their dependency and impact on natural capital and the use of enforceable fiscal measures and incentives for companies that integrate value and account for natural capital in their business models. UNEP will further support country progress through the development and completion of peer reviewed models for ecosystem impacts of budgets and financial incentive allocation frameworks, development of scenario analysis tools and strengthening of partnerships seeking to align financial flows with global environmental goals.

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

(ii) The number of private sector entities that test and consider inclusion and adjust their business model mechanisms to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems with assistance of UNEP[53] **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	Indicator 17.5.1: Number of countries that adopt and implement investment promotion regimes for least developed countries *(Tier III, custodian agency: UNCTAD)*

Strategy

130.   The overall objective of the healthy and productive ecosystems subprogramme is to support countries in conserving and managing their 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 goods and services.

131.   The ultimate impact that UNEP aims to deliver by 2030 through the healthy and productive ecosystems subprogramme is healthier marine and terrestrial ecosystems which provide benefits – such as clean water, clear air, good status of marine and terrestrial environment, 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 create this impact, UNEP and its partners will empower governments, the private sector and civil society to collaborate, make more holistic decisions and align the delivery of development and business goals with the long-term functioning of ecosystems. Targeted advocacy and outreach will support delivery of the subprogramme's impact and foster a favourable awareness of integrated ecosystem management in targeted countries to assist implementation of technical interventions.

132.   The subprogramme will drive change both over the short term and the long term. In the short term, the subprogramme will strengthen partnerships and support countries in better monitoring and accounting for biodiversity and the health and productivity of ecosystems, thus guiding better public and private decision-making. The subprogramme will continue to work with sectoral partners to put in place cross-sectoral 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 SDGs and targets, including the post-2020 global framework for biodiversity. To that effect, the existing regional seas conventions will be promoted and encouraged in their work towards sustainable management and use of the marine and coastal environment and the creation of regional seas conventions where necessary will be fostered.

133.   In order to foster long-term change and move considerations for healthy and productive ecosystems from the periphery to the centre of the economy, the subprogramme will work with development banks and the finance sector, agriculture production sector, and resource extraction companies among other partners, to raise awareness of how the ecosystem approach can be firmly included in public and private economic decision-making. UNEP will further aim to institutionalize the ecosystem approach in policy and educational frameworks including through the education of graduates, who represent future professionals in various sectors where decisions that affect the health and productivity of ecosystems are taken (e.g., economists, engineers and lawyers).

---

[53] 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 such as E-RISK) and accounting and reporting on the use and maintenance of natural capital. UNEP will further support private sector entity progress through awareness-raising, platforms and knowledge products such as models on causal linkages between investment decisions and ecosystem impacts.

134.	The subprogramme will also support the engagement of UNEP in the development and implementation 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. This will include UNEP support for bringing biodiversity considerations to bear on a range of social and economic priorities, and to scaling up area-based conservation efforts of member States.

135.	UNEP recognizes that faith-based organizations play a leading role in supporting sectoral advocacy and support for integrated ecosystem management. The Subprogramme will build partnerships and engage in initiatives with such organizations while ensuring that appropriate guidance and technical support is provided to establish cross-sectoral institutional frameworks and agreements for ecosystem management.

136.	Close attention will be paid to monitoring and addressing the environmental changes under way in the Arctic and Antarctic regions, which have had a significant impact on the marine and land ecosystems. Activities carried out by UNEP will be based on its global mandate, together with its role in the existing intergovernmental processes and frameworks for both the Arctic and the Antarctic regions. 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 (in particular the Arctic Council). With the changing environment in the Antarctic the pressures will keep increasing in relation to precious ecosystems and features of this pristine continent, exposed to growing pressures of human presence, research and exploration. In the era of globalization, the public understanding of the global implications of changes in the Arctic and Antarctic regions is part of pursuing appropriate solutions for the already tangible impacts, so UNEP will pay particular attention to the global communication of polar environmental challenges.

137.	To deliver this subprogramme, UNEP will build and strengthen partnerships for integrated ecosystem management, especially by further engaging with academia, the finance sector and ministries of planning and finance, as well as local governments and farmer organizations. Collaboration with multilateral environmental agreements,[54] 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 (UNSD), the United Nations Educational, Scientific and Cultural Organization (UNESCO), FAO, the United Nations Department of Economic and Social Affairs (DESA) and multilateral organizations working on oceans.

138.	The subprogramme will ensure that the gender equality and female empowerment are mainstreamed into the projects' implementation and monitoring, taking into account the differences, needs, roles and priorities of women and men. In addition, the Subprogramme projects portfolio will incorporate a gender responsive projects results frameworks, including sex-disaggregated indicators.The projects under the Subprogramme will be designed and implemented in such a way that both women and men (a) are able to participate fully and equally; (b) receive comparable social and economic benefits; and (c) do not suffer disproportionate adverse effects during the development process.

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

---

[54] Such as the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animals and the Convention on Wetlands of International Importance especially as Waterfowl Habitat and the regionals seas conventions and action plans.

Figure 3
Theory of change – healthy and productive ecosystems

Healthy ecosystems conserve biodiversity and provide a secure supply of ecosystem goods and services for human well-being

SDGs provide an opportunity to update educational frameworks

Countries are willing to invest in integrated approaches

Knowledge drives behaviour

Integrated ecosystem management

Private and public economic decision-making support healthy and productive ecosystems

Increasing transparency around externalities

Integrated delivery of SDGs

Increasing considerations of sustainability in investment decisions

Increasing focus on resource availability

The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sectoral and transboundary collaboration frameworks at the national and international levels

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

Guidance and technical support on effective conservation monitoring and implementation

Guidance and technical support to establish cross-sectoral institutional frameworks and agreements for ecosystem management

Technical assistance and partnerships to include the ecosystem approach in higher education

Support to countries and private sector entities that pilot the inclusion of healthy and productive ecosystems in economic decision-making

Technical assistance to conduct valuation, accounting and monitoring of ecosystem goods and services

Guidance and technical support to third party entities to conduct and deliver valuation and accounting of ecosystem services

Guidance and technical support to natural resource sustainability evaluations

Sectoral advocacy and support for integrated ecosystem management

Promotion of innovative tools and technologies for system thinking in relation to

Development and dissemination of tools and methodologies to incorporate healthy and productive ecosystems into economic decision-making

Support to global efforts to standardize valuation, accounting and monitoring approaches for ecosystem goods and services

Development and dissemination of tools and methodologies for integrated ecosystem management

Support to partnerships advancing the inclusion of healthy and productive ecosystems in sectoral decision-making

Awareness-raising of the role of economic decision-making in achieving healthy and productive ecosystems

Key

Intermediate states

Expected accomplishments

Drivers

= Linkages

2030 impacts

Key deliverables

Assumptions

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

External factors and risks

140.   A key risk for the successful delivery of the subprogramme lies in the willingness of various sectors and their respective advocacy groups to work with UNEP. UNEP can mitigate this risk through advocacy and building partnerships with sectors outside of the environment constituency. The risk may also be diminished if the integrated nature of the SDGs 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 the mobilization of adequate resources.

Table 14
Outputs planned for the biennium: healthy and productive ecosystems

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
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-sectoral and transboundary collaboration frameworks at the national and international levels		
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 Division	Ecosystems Division, Communication Division, Law Division, regional offices
2. Technical assistance and partnerships on effective conservation measures and monitoring thereof (ecosystem management, ecological representativeness and connectivity)	Ecosystems Division	Science Division, Communication Division, Economy Division, 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 Division	Economy Division, Science Division, Communication Division, regional offices
4. Support to countries and/or transboundary frameworks for the valuation and accounting of ecosystem services	Economy Division	Ecosystems Division, Science Division, Communication Division, Economy Division, regional offices
5. Advocacy and support to private sector and national institutions for conducting and delivering valuation and accounting of ecosystem services	Economy Division	Ecosystems Division, Science Division, Communication Division, Economy Division, regional offices
6. Development and dissemination of tools and methodologies for integrated ecosystem management	Ecosystems Division	Law Division, Economy Division, Communication Division, regional offices
7. Support to cross-sectoral institutional frameworks and agreements for ecosystem management	Ecosystems Division	Law Division, Economy Division, Communication Division, regional offices
8. Technical assistance and partnerships to establish national resource sustainability assessments of key ecosystem goods and services	Ecosystems Division	Law Division, Economy Division, Communication Division, 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 Division	Communication Division, Economy Division, Law Division, Science Division, regional offices
10. Technical support to universities to provide continuing education on the ecosystems approach	Ecosystems Division	Communication Division, Economy Division, Law Division, Science Division, regional offices
11. Development and promotion of innovative tools and technologies for the inclusion of the ecosystem approach in education frameworks	Ecosystems Division	Communication Division, Economy Division, Law Division, Science Division, regional offices

Outputs planned for the biennium in pursuit of expected accomplishment (b): Policymakers in the public and private sectors test and consider 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 Division	Law Division, Communication Division, Science Division, regional offices
2. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in economic decision-making	Economy Division	Law Division, Communication Division, Science Division, 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	Economy Division	Ecosystems Division, Law Division, Communication Division, Science Division, regional offices
4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making	Economy Division	Ecosystems Division, Communication Division, Science Division, Law Division, regional offices
5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making	Economy Division	Ecosystems Division, Communication Division, Science Division, Law Division, 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	Economy Division	Ecosystems Division, Communication Division, Science Division, Law Division, regional offices

Resource requirements: healthy and productive ecosystems

141.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $189.3 million and provide for 156 positions, as compared to $169.6 million and 136 positions in the 2018–2019 budget. The overall increase in the financial resources is brought by the earmarked and global funds estimated contributions based on historical trends over the last biennium. This increase is partially offset by a reduction of $13.8 million against the Environment Fund in line with the overall decrease of the total envelope. In terms of human resources, the decrease of 4 positions under the Environment Fund is attributed to the alignment of existing positions with the subprogramme to which they mainly contribute. Under the earmarked and global funds, the expected increase in the number of positions is aligned with the projected increase in the associated financial resources, leading to more projects and activities to be implemented.

Table 15 (a)

Financial resource requirement by funding category: healthy and productive ecosystems
(Thousands of United States dollars)

	Financial Resources (thousands of United States dollars)		
Category	2018-2019	Changes	2020-2021
A. Environment Fund			
Post	19 400	(2 100)	17 300
Non-post	22 400	(11 700)	10 700
Subtotal A	41 800	(13 800)	28 000
B. Earmarked funds			
Post			9 700
Non-post	39 600	2 800	32 700
Subtotal B	39 600	2 800	42 400
C. Global funds			
Post			8 100
Non-post	80 500	32 000	104 400
Subtotal C	80 500	32 000	112 500
D. Programme support costs			
Post			1 800
Non-post	3 400	(1 300)	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	19 700	189 397

Note: Figures may vary slightly owing to rounding.

Table 15 (b)

Human resource requirement by funding category: Healthy and productive ecosystems

	Staffing resources (number of posts)		
Category	2018–2019	Change	2020–2021
A. Environment Fund	69	(4)	65
B. Earmarked funds	13	21	34
C. Global funds	34	1	35
D. Programme support costs	6	3	9
E. Regular budget	14	(1)	13
Total (A+B+C+D+E)	**136**	**20**	**156**

Subprogramme 4
Environmental governance

Table 16
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 SDG indicators[55]	SDG 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. *Indicator 1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups (Tier III)*
	SDG Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements. *Indicator 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 (Tier III, custodian agency: OHCHR; partner agencies: ILO, UNESCO)*
	SDG Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development. *Indicator 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 (Tier III, custodian agency: OHCHR)*
	SDG Target 17.14: Enhance policy coherence for sustainable development. *Indicator 17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development (Tier III, custodian agency: UNEP)*
Relevant Environment Assembly resolutions	Environment Assembly resolution 1/11 – Coordination across the United Nations system in the field of the environment, including the Environment Management Group;
	Environment Assembly resolution 1/12 – Relationship between the United Nations Environment Programme and multilateral environmental agreements;
	Environment Assembly resolution 1/13 – Implementation of Principle 10 of the Rio Declaration on Environment and Development.
	Environment Assembly resolution 2/2 – Role and functions of the regional forums of ministers of the environment and environment authorities;
	Environment Assembly resolution 2/5 – Delivering on the 2030 Agenda for Sustainable Development;
	Environment Assembly resolution 2/16 – Mainstreaming of biodiversity for well-being;
	Environment Assembly resolution 2/17 – Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions;
	Environment Assembly resolution 2/18 – Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariat;
	Environment Assembly resolution 2/19 – Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV);
	Environment Assembly resolution 2/25 – Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
	Environment Assembly resolution 3/2 – Pollution mitigation by mainstreaming biodiversity into key sectors;
	Environment Assembly resolution 3/3 – Contributions of the United

---

[55] 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.

Nations Environment Assembly to the high-level political forum on sustainable development;

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".

Expected accomplishments of the secretariat	Indicators of achievement	Targets[56]	Relevant global SDG indicators
(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 forums of environmental policy issues or approaches emerging from UNEP policy advice **Unit of measure:** (a) Number of official policy documents, strategies, initiatives or plans of United Nations entities or international organizations or emerging from intergovernmental forums at the global level that integrate policy issues or approaches emerging from UNEP 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 forums	Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)* Indicator 17.16.1: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs *(Tier II, custodian agencies: OECD, UNDP)*
	b) Number of official policy documents, strategies, initiatives or plans of United Nations entities or international organizations or emerging from forums sessions at the regional level that integrate policy issues or approaches emerging from UNEP 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 forums	Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)* Indicator 17.16.1: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs *(Tier II, custodian agencies: OECD, UNDP)*
	ii) Uptake of approaches for the coherent implementation of multilateral environmental agreements or other multilateral institutional mechanisms as a result	December 2017 (baseline): 0 December 2019 (expected): +16 (16) Progress expected by December 2020: +8 (24) Progress expected by	Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*

---

[56] 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.

	of UNEP support **Unit of measure:** Number of entities at the national, regional or global levels that have integrated approaches for enhanced coordination, cooperation and synergies into the implementation of multilateral environmental agreements or other multilateral institutional mechanisms in their policy documents, strategies, action plans or institutional frameworks	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, strategies and actions plans; and resolutions, decisions and other documents of multilateral environmental agreements and related bodies.	
	(iii) Concerted policy action taken by countries on environmental issues of international concern[57] as a result of UNEP support **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 UNEP supported processes	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) **Data sources and analysis plan:** Review of outcomes of intergovernmental processes	Indicator 16.10.2: Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information *(Tier II, custodian agency: UNESCO-UIS)* Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*
(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 SDGs	(i) The number of countries that have enhanced institutional capacity and legal frameworks to fully implement the multilateral environmental agreements and to achieve internationally agreed environmental goals, including the SDGs as a result of UNEP support **Unit of measure:** Number of countries that demonstrate progress in one or more dimensions of enhancing institutional	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) **Data sources and analysis plan:** Review of relevant legislation portals and national reports prepared in the context of multilateral environmental agreements and Agenda 2030	Indicator 5.a.2: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control *(Tier II, custodian agency: FAO)* Indicator 12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their

---

[57] Environmental priorities are defined by Environment Assembly resolutions or other intergovernmental processes including issues that may emerge at future Environment Assembly sessions or from other global mandates. . 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.

capacity and legal frameworks[58] as a result of UNEP support

implementation on institutional and legal action taken at the national level

commitments and obligations in transmitting information as required by each relevant agreement *(Tier I, custodian agency: UNEP)*

Indicator 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, custodian agency: UNFCCC)*

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

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

---

[58] Countries or groups of countries demonstrate improvement in their institutional capacity and legal frameworks through progress in the following areas: (a) institutionalization of intersectoral dialogues and collaboration on the environment among sectoral national institutions; (b) general and sectoral environmental legislation adopted or strengthened, , including to strengthen clarity and enforceability, 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; and (e) enhanced public access to environmental information and effective participation of major groups and stakeholders in institutional decision-making processes (including in commenting on national environmental policies or regulations environmental impact assessments, permits, and other key environmental decisions).

			Indicator 16.10.2: Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (*Tier II, custodian agency: UNESCO-UIS*)
			Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*
	(ii) The integration of the environment into sustainable development planning, including as part of achieving the SDGs as a result of UNEP support **Unit of measure:** (a) Percentage of United Nations country teams developing United Nations common programming frameworks that integrate environmental goals into such frameworks as a result of UNEP support	(a) December 2017 (baseline): TBD December 2019 (expected): 70 Progress expected by December 2020: 30 (per cent of United Nations common programming frameworks developed during the biennium) Progress expected by June 2021: +20 (50) December 2021: +20 (70) **Data sources and analysis plan:** Review of United Nations Development Assistance Frameworks and other One UN planning frameworks;	Indicator 15.9.1: Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020 (third indicator of Tartet 2 measures the number of countries that have integrated biodiversity in national development plans, poverty reduction strategies or other key development plans) *(Tier III, custodian agencies: CBD secretariat, UNEP)*
			Indicator 16.10.2: Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information *(Tier II, custodian agency: UNESCO-UIS)*
			Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*
			Indicator 17.15.1: Extent of use of country-owned results frameworks and planning tools by providers of development cooperation *(Tier II, custodian agencies:*

UNDP, OECD)

(b) Number of countries that integrate environmental goals into national or subnational sustainable development plans, strategies, action plans or budgeting processes as a result of UNEP support	(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	Indicator 15.9.1: Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011– 202 (third indicator of Target 2 measures the number of countries that have integrated biodiversity in national development plans, poverty reduction strategies or other key development plans) *(Tier III, custodian agencies: CBD secretariat, UNEP)* Indicator 16.10.2: Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information *(Tier II, custodian agency: UNESCO-UIS)* Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*
(iii) Number of partnerships between UNEP and major groups and stakeholders for promoting the achievement of internationally agreed environmental goals, including the SDGs **Unit of measure:** Number of partnership agreements between UNEP and representatives of major groups and stakeholders that result in promoting the achievement of internationally agreed environmental goals, including the SDGs	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 UNEP and organizations representing major groups and stakeholders	Indicator 17.16.1: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs *(Tier II, custodian agencies: OECD, UNDP)*

Strategy

142.   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. 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.

143.   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 SDGs 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 on the rule of law; and the recognition and promotion of environmental rights, including space for stakeholder participation.

144.   The subprogramme will promote the strengthening of these ingredients by delivering the services and products reflected in the outputs listed in table 17, which are also shown in summary form in the theory of change as key deliverables. Through the delivery of these outputs, UNEP aims to achieve two expected accomplishments, focusing on promoting, respectively, increased international convergence of the various actors in the international community towards common and integrated approaches, and stronger national institutional capacities and policy and legal frameworks, to achieve internationally agreed environmental goals and the 2030 Agenda for Sustainable Development. Its efforts will therefore cut across the international and national levels.

145.   While these outputs are formulated as cross-cutting, UNEP will focus on the specific on priority themes that have emerged from the United Nations Environment Assembly resolutions, multilateral environmental agreements, the United Nations General Assembly resolutions, 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 addressing 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 microplastics and lead contamination and will implement and contribute to relevant United Nations Environment Assembly resolutions.[59] In particular, it will support work on pollution through information and gaps and trend analysis on regulatory approaches, the development of model legislation and other knowledge and guidance materials, as well as technical assistance to develop and strengthen national legislation and regulations in countries. The subprogramme, through its cross-cutting nature, will be able to take on board new priorities established by future United Nations Environment Assembly sessions, and to contribute to the implementation of relevant Resolutions within the approved budget, unless additional resources are made available.

146.   The expected accomplishments for 2020–2021 are the same as those approved as part of the 2018–2019 programme of work, UNEP will continue to measure progress through the same indicators, which also help refine the scope and exact focus of the expected accomplishments[60]. However, some units of measure in this programme of work have been slightly modified from those in the 2018–2019 programme of work to better reflect the nature of the work undertaken.

147.   UNEP will focus on strengthening the visibility of the environment and of Environment Assembly messages at the High-Level Political Forum on Sustainable Development and at the regional sustainable development forums and the convening of regional ministerial environmental forums. It will continue to provide the secretariat for, participate in and chair the Environment Management Group, a key avenue for ensuring that the United Nations system follows coherent approaches on the environment and to ensure that the United Nations system follows coherent approaches in pursuit of

---

[59] These include Environmental Assembly resolutions primarily addressed by other subprogrammes, such as resolutions 1/3 on illegal trade in wildlife and 2/14 on illegal trade in wildlife and forest products, resolution 2/6 on supporting the Paris Agreement, resolution 2/7 on sound management of chemicals and waste, resolutions 2/11 and 3/7 on marine plastic litter and microplastics and resolution 3/9 on eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries.

[60] Indicator (i) of expected accomplishment (b), for example, through footnote 50, further defines the areas where progress is expected in strengthening of institutional capacity and legal frameworks.

the environmental dimension of the SDGs. Through the Environment Management Group, UNEP will continue to identify issues on the international environmental agenda that warrant cooperation, and find ways of engaging its collective capacity in coherent management responses to those issues. UNEP 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 with member States. It will also promote the fundamental role played by the multilateral environmental agreements in achieving the SDGs through its efforts in promoting the coherent implementation of the environmental dimension, both at the international and national levels. UNEP 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 with member States.

148.   UNEP will continue to promote the uptake of environmentally sound practices in the United Nations system through the provision of expert services to other United Nations entities. It will also, at a more strategic level, coordinate the development of a United Nations system plan for the internalization of the environmental dimension of the SDGs at policy, programmes and facilities level, building on the existing interagency work of the Environmental Management Group and pursuant to global mandates.

149.   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 Environment Assembly resolution 2/19 on the progressive development of environmental law, and respond to other global or regional mandates.

150.   UNEP 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 into 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 key global and local actors, including to make the linkages between environmental aims and the "leave no one behind" principle more operational. It will harness its strategic regional presence and base its interventions on assessed needs; it will mainstream the lessons learned through the implementation of programmes that have built strong ties with national institutions, including on poverty and environment, to replicate and upscale results and to prmote synergies among national programmes, for strengthened institutions.

151.   UNEP 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 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. UNEP will build partnerships and engage in initiatives with representatives of these groups and with relevant organizations, with the aim of increasing awareness globally, deepening the engagement of communities and citizens, strengthening compliance and promoting 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 United Nations system.

152.   UNEP will rely on "delivering as one" efforts and partnerships with other United Nations entities and actors on the ground, building and expanding on successful joint initiatives, including the UNDP-UNEP Poverty-Environment Action for SDGs programme, and fully harnessing the opportunities offered by a reformed United Nations system for closer engagement at the national level. It will strengthen and expand its collaboration with United Nations entities and bodies and other international organizations working on environmental governance, including regional economic and social commissions and the secretariats of multilateral environmental agreements. 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 the environmental law capacities of judicial bodies worldwide.

153.   Through the environmental governance subprogramme, UNEP will contribute to the SDGs targets that address specific environmental priorities in all of the 17 SDGs, with a strong focus on SDG 16 on peace, justice and institutions and SDG 17 on partnerships for the goals. As the custodian agency for indicator 17.14.1 on policy coherence for sustainable development, UNEP 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 subprogramme, through its cross-cutting nature, indirectly contributes to the achievement of various thematic objectives, including those more directly addressed in other subprogrammes by putting in place the enabling conditions for environmental action in all environmental spheres.

Figure 4
Theory of change – Environmental governance

Environmental issues are handled in an inclusive, sustainable and coherent manner, at all levels of governance (global, regional, subregional, transboundary and national)

Environmental goals within the context of sustainable development are being achieved through concerted efforts by the international community, at the global, regional and subregional levels

Internationally agreed environmental objectives are being achieved based on adequate policy, legal and institutional frameworks and the contribution of all sectors of societies at global, regional, subregional and national levels

Continued support for the lead role of UNEP on the environment in the United Nations system

Continued support for system-wide integrated approach to environment/sustainable development

Adequate financial means available to national institutions

Sustained political support at country level

Conducive overall governance conditions (rule of law)

The international community increasingly converges on common approaches to achieving environmental objectives and implementing the 2030 Agenda for Sustainable Development

Institutional capacities and policy and/or legal frameworks are enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development and the SDGs

Sustained interest in interagency collaboration in the United Nations system

Sustained interest among multilateral environmental agreement bodies and parties in pursuing synergies in implementation

Full recognition of the role of multilateral environmental agreements in achieving the SDGs

Strong partnerships and clear distribution of roles

Adequate spaces for stakeholder engagement

Advisory services to intergovernmental processes on the environmental dimension of the SDGs

Capacity development and technical support for the development and implementation of environmental laws

Promotion and servicing of interagency collaboration and technical support to United Nations agencies on environmental management

Technical assistance to countries to promote integrated implementation of sustainable development dimensions

Technical support to Governments and engagement with secretariats and member States to promote synergies in the implementation of multilateral environmental agreements

Technical assistance in the context of One UN country programming to promote the environmental dimension of sustainable development

Support to international negotiations and transboundary cooperation initiatives

Trainings and dissemination of tools, information, communication and knowledge products on environmental law, multilateral environmental agreement implementation and the governance aspects of SDG implementation

Key

| Intermediate states | Expected accomplishments | Drivers | ↑ = Linkages |
| 2030 impact | Key Deliverables | Assumptions | |

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

External factors and risks

154.   Critical drivers for achieving 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 UNEP within the reformed United Nations development system and related interagency processes to implement the 2030 Agenda and specific SDGs. Risks include corruption, political instability and insecurity, as these tend to undermine UNEP efforts to promote the implementation of the environmental rule of law and more broadly to achieve the expected long-term impact, namely that 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 SDG 16. Another risk is the availability of non-earmarked funding for UNEP, as this will affect delivery of subprogramme activities and achievement of the expected accomplishments. Besides intensified resource mobilization efforts, mitigation measures include the use of sustainable delivery models, such as mainstreaming environmental governance tools into other UNEP programmes and those of its partners.

Table 17
Outputs planned for the biennium: environmental governance

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
Outputs planned for the biennium in pursuit of expected accomplishment (a): The international community increasingly converges on common and integrated approaches to achieving environmental objectives and implementing the 2030 Agenda for Sustainable Development		
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	Science Division, regional offices
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 synergistic implementation of multilateral environmental agreements, the implementation of the environmental dimension of the 2030 Agenda and legal and institutional responses to emerging environmental issues of international concernand	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 are enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development and the SDGs		
1. Advisory services and capacity development to strengthen institutional capacity and policy and legal frameworks for effectively and inclusively addressing the environmental dimension of the SDGs	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

Programme of work output	Division accountable	Contributing division(s) and 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 SDGs, and to 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

Resource requirements: environmental governance

155.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $78.5 million and provide for 117 positions, as compared to $78.8 million and 142 positions in the 2018–2019 budget. The financial resources under the earmarked funds are expected to increase based on historical trends over the last biennium. This increase is offset by an equivalent reduction under the Environment Fund in line with the overall decrease of the total envelope. However, it is worth noting that this subprogramme is prioritized through a lesser proportion of Environment Fund reduction as compared to other subprogrammes. In terms of human resources, the number of positions under the earmarked fund reflect the actual number of active positions. On the other hand, under the Environment Fund, the additional 4 positions are re-aligned from other subprogrammes based on the nature of the work to which they contribute. In this subprogramme, although the number of positions is increased under the Environment Fund, the associated budget is decreased because changes in staff costs should be viewed not only in terms of number of positions but rather monetary value, while taking into considerations grades and their relevant salary scales.

Table 18 (a)
Financial resource requirement by funding category: environmental governance
(Thousands of United States dollars)

	Financial Resources (thousands of United States dollars)		
Category	*2018-2019*	*Changes*	*2020-2021*
A. Environment Fund			
Post	16 700	(1 100)	15 600
Non-post	19 200	(8 600)	10 600
Subtotal A	35 900	(9 700)	26 200
B. Earmarked funds			
Post			6 600
Non-post	32 800	9 200	35 400
Subtotal B	32 800	9 200	42 000
C. Global funds			
Post			100
Non-post	–	500	400
Subtotal C	–	500	500
D. Programme support costs			
Post			700
Non-post	2 400	(300)	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	(300)	78 505

Note: Figures may vary slightly owing to rounding.

Table 18 (b)
Human resource requirement by funding category: environmental governance

	Staffing resources (number of posts)		
Category	*2018–2019*	*Change*	*2020–2021*
A. Environment Fund	64	4	68
B. Earmarked funds	49	(27)	22
C. Global funds	–	1	1
D. Programme support costs	6	(3)	3
E. Regular budget	23	–	23
Total (A+B+C+D+E)	**142**	**(25)**	**117**

Subprogramme 5

Chemicals, waste and air quality

Table 19
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 SDG indicators	SDG 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 (Tier I, custodian agency: WHO); 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (Tier I, custodian agency: WHO); 3.9.3 Mortality rate attributed to unintentional poisoning (Tier I, custodian agency: WHO)*
	SDG 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 (Tier II, custodian agencies: WHO, UN-Habitat, UNSD); 6.3.2 Proportion of bodies of water with good ambient water quality (Tier II, custodian agency: UNEP)*
	SDG 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 (Tier II, custodian agency: UN-Habitat, UNSD); 11.6.2 Annual mean levels of fine particulate matter (e.g. $PM_{2.5}$ and PM_{10}) in cities (population weighted) (Tier I, custodian agency: WHO)*
	SDG 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 (Tier I, custodian agency: UNEP); 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment (Tier III, custodian agencies: UNSD, UNEP)*
	SDG 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, custodian agencies: UNSD, UNEP)*
	SDG 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, custodian agency: UNEP)*
Relevant Environment Assembly resolutions	Environment Assembly resolution 1/5 – Chemicals and waste
	Environment Assembly resolution 1/6 – Marine plastic debris and microplastics
	Environment Assembly resolution 1/7 – Strengthening the role of the United Nations Environment Programme in promoting air quality
	Environment Assembly resolution 2/7 – Sound management of chemicals and waste
	Environment Assembly resolution 2/11 – Marine plastic debris and microplastics
	Environment Assembly resolution 2/21 – Sand and dust storms
	Environment Assembly resolution 3/2 – Pollution mitigation by mainstreaming biodiversity into key sectors
	Environment Assembly resolution 3/4 – Environment and health
	Environment Assembly resolution 3/6 – Managing soil pollution to achieve Sustainable Development
	Environment Assembly resolution 3/7 – Marine litter and microplastics
	Environment Assembly resolution 3/8 – Preventing and reducing air pollution to improve air quality globally
	Environment Assembly resolution 3/9 – Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries
	Environment Assembly resolution 3/10 – Addressing water pollution to protect and restore water-related ecosystems

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

Expected accomplishments of the secretariat	Indicators of achievement	Targets	Relevant global SDG indicators
(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 SAICM[61]	(i) 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 with UNEP support **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[62], leadand other chemical priority areas[63]	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	Indicator 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 *(Tier I, custodian agency: UNEP)*
	(ii) Number of private companies/industries that have undertaken action on improving chemicals management with UNEP support **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	Indicator 14.1.1: Index of coastal eutrophication and floating plastic debris density *(Tier III, custodian agency: UNEP)*
	(iii) Number of civil society organizations that have undertaken action on improving chemicals management with UNEP support **Unit of measure:** Number of civil society organizations	December 2017 (baseline): 0 December 2019 (estimate): 20 Progress expected by December 2020: +10 (30) Progress expected by June 2021: +5 (35)	

---

[61] This refers to the broader global chemicals and waste agenda.

[62] This will include reporting and information exchange 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, the Stockholm Convention on Persistent Organic Pollutants, the Montreal Protocol on Substances That Deplete the Ozone Layer and the Minamata Convention on Mercury) and SAICM.

[63] Examples of priority chemical areas include, chemicals in products, highly hazardous pesticides and environmentally persistent pharmaceutical pollutants.

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

		December 2021: +5 (40) **Data sources and analysis plan:** Civil society organization annual reports, official communications, surveys	
(b) Policies and legal, 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 and SAICM	(i) 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, and other relevant international agreements with UNEP support **Unit of measure:** Number of governments	December 2017 (baseline): 39 December 2019 (estimate): 42 Progress expected by December 2020: +1 (43) Progress expected by June 2021: +2 (45) December 2021: +3 (48) **Data sources and analysis plan:** Number of countries reporting implementation of policies and good practices for waste prevention and sound 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 *(Tier II, custodian agency: UN-Habitat, UNSD)* Indicator 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 *(Tier I, custodian agency: UNEP)* Indicator 12.4.2: Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment *(Tier III, custodian agencies: UNSD, UNEP)* Indicator 12.5.1: National recycling rate, tons of material recycled *(Tier III, custodian agencies: UNSD, UNEP)* Indicator 14.1.1: Index of coastal eutrophication and floating plastic debris density *(Tier III, custodian agency: UNEP)*
	(ii) Number of private companies/industries that are implementing policies and good practices for waste prevention and sound waste management with UNEP support **Unit of measure:** Number of private companies/industries	December 2017 (baseline): 33 December 2019 (estimate): 39 Progress expected by December 2020: +2 (41) Progress expected by June 2021: +2 (43) December 2021: +2 (45) **Data sources and analysis plan:** Annual company reports, official communications, surveys	Indicator 12.5.1: National recycling rate, tons of material recycled *(Tier III, custodian agencies: UNSD, UNEP)* Indicator 14.1.1: Index of coastal eutrophication and floating plastic debris density *(Tier III, custodian agency: UNEP)*
	(iii) Number of civil society organizations that have taken action to enhance waste prevention and improve waste management with UNEP	December 2017 (baseline): 32 December 2019 (estimate): 38 Progress expected by	Indicator 12.4.2: Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment *(Tier III, custodian agencies:*

77

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

		support	December 2020: +3 (41)	*UNSD, UNEP)*
	Unit of measure: Number of civil society organizations		Progress expected by June 2021: +1 (42) December 2021: +2 (44) **Data sources and analysis plan:** Civil society organization annual reports, official communications, surveys	Indicator 14.1.1: Index of coastal eutrophication and floating plastic debris density *(Tier III, custodian agency: UNEP)*
(c) National emissions sources identified, policies and 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	(i) Number of governments that have developed and/or are using national emission inventories and air quality assessments with publicly accessible monitoring data and information with UNEP support **Unit of measure:** Number of governments		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	Indicator 3.9.1: Mortality rate attributed to household and ambient air pollution – *(Tier I, custodian agency: WHO)* Indicator 11.6.2 Annual mean levels of fine particulate matter (e.g. $PM_{2.5}$ and PM_{10}) in cities (population weighted) *(Tier I, custodian agency: WHO)*
	(ii) Number of governments that have developed or adopted policies, technologies/practices, standards and legal, regulatory, fiscal and institutional frameworks and mechanisms for improved air quality with UNEP support **Unit of measure:** Number of governments		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	Indicator 3.9.1: Mortality rate attributed to household and ambient air pollution *(Tier I, custodian agency: WHO)* Indicator 11.6.2 Annual mean levels of fine particulate matter (e.g. $PM_{2.5}$ and PM_{10}) in cities (population weighted) *(Tier I, custodian agency: WHO)*
	(iii) Number of governments that have raised awareness on the importance of air quality and have made air quality monitoring data and other information publicly available and easily understandable with UNEP support. **Unit of measure:** Number of governments		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	Indicator 3.9.1: Mortality rate attributed to household and ambient air pollution – *(Tier I, custodian agency: WHO)* Indicator 11.6.2 Annual mean levels of fine particulate matter (e.g. $PM_{2.5}$ and PM_{10}) in cities (population weighted) *(Tier I, custodian agency: WHO)*

Strategy

156.   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 and build circularity, taking into account their cross-cutting nature and different manifestations during the product life-cycle, as 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 greatest environmental health risk contributing to the global burden of disease. Poor management of

chemicals and waste can also be harmful to human health, agricultural productivity and the environment. Some air pollutants, such as methane, which is a strong greenhouse gas and ozone precursor, also have detrimental impacts on our climate. Targeting plastic waste will help reduce the tonnes of marine litter and microplastics now overflowing in landfills and polluting our waterways and ocean at a large scale. Reducing nutrients and wastewater is instrumental to avoiding 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, on marine pollution from land-based sources, and on the environment and health nexus, UNEP is taking a holistic approach to combating pollution in line with the main outcomes of the third session of the Environment Assembly, which convened under the theme "Towards a Pollution-Free Planet".

157.   The entries into force of the Minamata Convention and the Kigali Amendment 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 agreements,[64] as well as the voluntary SAICM.[65] Special attention will be paid to the support of the implementation of an ambitious post-2020 framework for the sound management of chemicals and waste and building strategic partnerships. Particular emphasis will also be placed on the resolutions emanating from the third session of the Environment Assembly, with the Implementation Plan "Towards a Pollution-free Planet" guiding the follow-up to the resolutions. The new mandate given to UNEP to work on environment and health (Environment Assembly resolution 3/4) cuts across many environmental issues and is aimed 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 builds upon relevant parts of earlier Environment Assembly resolutions, notably resolution 1/5 on chemicals and waste, resolution 1/7 on strengthening the role of the UNEP in promoting air quality, resolutions 1/6 and 2/11 on marine litter and microplastics and resolution 2/21 on sand and dust storms.

158.   In response to requests from the Environment Assembly (resolution 3/8) to enhance work on air quality, UNEP, is developing a global air quality programme to support countries and cities in reducing air pollution and enhancing regional cooperation. UNEP 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, technological solutions and incentives to reduce air pollution. This includes support for enhanced cooperation, knowledge management and information sharing, use of cleaner fuels and the implementation of vehicle standards in Africa, air quality monitoring and development of emissions inventories, as well as efforts to make air quality data and information more accessible and understandable to policymakers and the public and to enable cities, countries and citizens to be fully aware of their air quality challenges, address gaps and opportunities, and take appropriate action. Working with stakeholders, and building on the work of the Convention on Long-Range Transport of Air Pollutants and of regional partnerships such as Asia Pacific Clean Air Partnership, UNEP and the Climate and Clean Air Coalition are developing 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. UNEP will also continue its campaign efforts with partners, citizens and governments to achieve targeted reduction in air pollution by 2030.

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

160.   In order to achieve the subprogramme's objective, UNEP 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 less harmful chemicals. UNEP will advocate the design of products and processes that minimize air pollution and the generation and use of hazardous substances.

---

[64] Key multilateral environmental agreements in the areas of chemicals, waste and air quality 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, the Stockholm Convention on Persistent Organic Pollutants, the Minamata Convention on Mercury, the Vienna Convention for the Protection of the Ozone Layer, the Montreal Protocol on Substances That Deplete the Ozone Layer and the Convention on Long-range Transboundary Air Pollution.

[65] The Strategic Approach to International Chemicals Management (SAICM) is a global framework that is intended to foster the sound management of chemicals.

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

162.   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; 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 promoting life cycle approaches and circularity. In addition, UNEP will encourage all stakeholders, including those in the private sector, to adopt environmentally sound technologies for the sound management of chemicals and waste and control of air pollutants where possible, especially through best available techniques and environmental practices, using as a reference the guidelines, guidance and tools adopted under relevant multilateral environmental agreements and developed by other United Nations agencies, such as the World Health Organization (WHO).

163.   UNEP continues to emphasize the importance of environmentally sound management of chemicals and waste, including the prevention and control of air pollution, with a view to achieving the SDG targets by 2030. To achieve the targets, UNEP will work towards coherent, integrated implementation at the global, regional and national level. The activities tailored to supporting countries for 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 UNEP in international frameworks will be capitalized on to strengthen its work on pollution during the coming years and beyond.

164.   UNEP and its partners will continue to promote the environmentally sound management of chemicals and waste, and the importance of emerging issues identified in the resolutions adopted by the International Conference on Chemicals Management. UNEP will continue to support implementation of international action for the development and implementation of a post-2020 framework for sound chemicals and waste management.

165.   In combating marine pollution, UNEP 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. In its efforts to prevent plastic litter from entering the ocean (for example by addressing the management of the plastic value chain in Southeast Asia), UNEP works closely together with the relevant regional seas programmes. Both UNEP and the regional seas conventions have strong mandates regarding the conservation and protection of marine and coastal environment, including marine pollution. The marine litter programme will continue to build upon Environment Assembly resolutions and the outcome of the second meeting of the Open-ended Ad Hoc Expert Group on Marine Litter and Microplastics. Its work constitutes an important element in the plan to mitigate pollution and links to work on circularity under the resource efficiency Subprogramme and on oceans under the healthy and productive ecosystems subprogramme. Specific attention will also be given to the impact of the use of fertilizers, pesticides and pharmaceuticals (including antimicrobials) on people and the environment. UNEP 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.

166.   In response to General Assembly resolution 72/225, UNEP 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.

167.   UNEP will establish, strengthen and coordinate new and existing partnerships[66] and take part in partnerships established by other bodies, in particular under multilateral environmental agreements,[67] 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, UNEP also continues to strengthen the science-policy interface through assessments, notably the Global Chemicals Outlook and the Global Waste Outlook, and work with the scientific community to develop methodologies and collect data for the chemicals-, waste- and air-quality-related SDG indicators for which UNEP is a custodian agency.

168.   UNEP 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 SAICM, using the guidance developed/adopted under those instruments as as reference.

169.   Key stakeholders and partners include the secretariats of the multilateral environmental agreements (listed in footnote 63), the Basel and Stockholm convention regional and coordinating centres, the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals (WHO and FAO, among others), Acid Deposition Monitoring Network in East Asia. (EANET), 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, academia, national ministries of environment, health, finance, industry, technology and transport, and all other related sectors.

170.   UNEP 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 ECE[68] 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.

171.   UNEP will work closely with its regional offices, including subregional 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 UNEP 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.

172.   Finally, UNEP will continue to leverage impact through its work funded by GEF 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 GCF, will be pursued as well, including in the areas of health and pollution.

---

[66] Examples of key partnerships include the United Nations Environment Programme Global Mercury Partnership, the Global Alliance to Eliminate Lead Paint, the Global Partnership on Marine Litter, the Global Alliance for the Development and Deployment of Products, Methods and Strategies as Alternatives to DDT for Disease Vector Control and the PCB Elimination Network.

[67] Examples are multi-stakeholder partnerships established under chemicals and waste multilateral environmental agreements, such as the Household Waste Partnership.

[68] Provides the secretariat of the Convention on Long-Range Transboundary Air Pollution.

Figure 5
Theory of change – chemicals, waste and air quality

Significantly reduced negative impacts from chemicals, waste and air pollution on environmental and human health

CHEMICALS: Sound management of chemicals leading to reduced negative impacts:
- Increased number of parties to multilateral environmental agreements on hazardous and other **chemicals** and waste that meet their commitments and obligations in transmitting information as required by each relevant agreement
- Reduced levels of mercury, lead, cadmium and selected persistent organic pollutants in human blood and milk, dairy produce, meat, (shell)fish
- Reduced number of skin cancer cases resulting from ozone-depleting-substance-induced ultraviolet radiation

WASTE: Prevention and sound management of waste leading to reduced negative impacts:
- Increased percentage of urban solid waste regularly collected and well managed
- Increased number of parties to multilateral environmental agreements on hazardous and other chemicals and waste that meet their commitments and obligations in transmitting information as required by each relevant agreement
- Increased national waste recycling rates in tons of material recycled
- Increased prevention and significant reduction of marine pollution, including marine debris and nutrient pollution

AIR QUALITY: Improvement of air quality leading to reduced negative impacts
- Reduced number of deaths due to human exposure to outdoor air pollution levels above the WHO air quality guideline values
- Increased access to and investment in clean energy research, technology and infrastructure
- Reduced levels of ambient particulate matter (PM_{10} and $PM_{2.5}$)
- Reduced ambient air levels of NO_x and SO_x
- Reduced loads of sand and desert storm aerosols in ambient air

Political will at all levels

Enforcement of law and regulations

Adequate financing made available

Strong momentum in the private

Expected accomplishment (a): CHEMICALS
Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management are developed or implemented in countries with UNEP analysis and guidance and within the frameworks of relevant multilateral environmental agreements and SAICM

Expected accomplishment (b): WASTE
Policies and legal, institutional and fiscal strategies and mechanisms for waste prevention and sound management are developed or implemented in countries with UNEP support and within the frameworks of relevant multilateral environmental agreements and SAICM

Expected accomplishment (c): AIR QUALITY
National emissions sources are identified, policies and legal, regulatory, fiscal and institutional frameworks and mechanisms to reduce air pollution are developed, institutional capacity to improve air quality is built and air quality assessments are done by countries with UNEP support and within the frameworks of relevant multilateral environmental agreements

Significant health benefits from sound chemicals/waste and air quality management

Demonstrated financial gain from sound chemicals/waste management

Reduced social injustice from sound chemicals/waste management

Green jobs models in sound chemicals/waste management

Increased market share of green chemicals recycled

Governments, industry and society aware of costs of inaction

Increased global interest in addressing air quality issues

Outreach products and services provided to governments, citizens, private companies and civil society organizations to increase awareness of sound chemical management

Support to global, regional and subregional strategic partnerships and integrated approaches to promote the sound management of chemicals

Data, information, assessment and knowledge management services to promote sound chemicals management

Capacity-building and technical assistance on best available techniques, good practices, risk reduction and the establishment and enforcement of policies, laws and regulations

Advisory, policy and coordination support services to SAICM to promote sound chemicals management and the implementation of chemicals-related multilateral environmental agreements

Data, information, assessment and knowledge management services to promote waste prevention and sound waste management

Technical guidance on best available techniques, good practices, legislation and risk reduction developed for the sound management of waste

Advisory and support services and capacity-building for the design and implementation of environmentally sound, integrated waste management technologies and approaches

Assessments of air quality status and trends at national and regional scales

Technical guidance and support services for the establishment and enforcement of laws, regulations and fiscal policies to reduce air pollution

Advisory and support services and capacity-building to facilitate the standard and strategy development and information sharing necessary to reduce air pollution

Key

| 2030 impacts | Expected accomplishments | Drivers | Linkages |
| Intermediate States | Key deliverables | Assumptions | |

External factors and risks

173.   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, the benefits of moving towards a circular economy. To mitigate the risk that momentum is lost, UNEP 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 UNEP aims to influence include the demonstration of financial gain, a reduction in social injustice, an increase in green job models and green chemicals market shares, increased global interest in air quality issues and greater awareness among governments, industry and civil society of the environmental and the societal costs of inaction. Demonstrating 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 that is expected to trigger major changes in stakeholder behaviour, knowledge and skills development.

Outputs planned for the biennium

Table 20
Outputs planned for the biennium: Chemicals, waste and air quality

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
Outputs planned for the biennium in pursuit of expected accomplishments (a): Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management are developed or implemented in countries within the frameworks of relevant multilateral environmental agreements and SAICM		
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 SAICM 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 subregional 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, institutional and fiscal strategies and mechanisms for waste prevention and sound management are developed or implemented in countries within the frameworks of relevant multilateral environmental agreements and SAICM		
1. Knowledge development, capacity-building and technical assistance on good practices and on the establishment and enforcement of policies, laws and regulations to prevent marine litter and microplastics	Ecosystems Division	Science Division, Law Division, Economy Division, Communications Division, regional offices
2. 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

Programme of work output	Division accountable	Contributing division(s) and regional offices
3. 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
4. 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
5. 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 are identified, policies and legal, regulatory, fiscal and institutional frameworks and mechanisms to reduce air pollution are developed, institutional capacity to improve air quality is built and air quality assessments are done by countries with UNEP support and within the frameworks of relevant multilateral environmental agreements		
1. Assessments of air quality status and trends at national and regional 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 the standard 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

Resource requirements: chemicals, waste and air quality

174. The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $136.5 million and provide for 128 positions, as compared to $100.4 million and 89 positions in the 2018–2019 budget. The overall increase in the financial resources is brought by the earmarked and global funds estimated contributions based on historical trends over the last biennium. This increase is partially offset by a reduction of $8.9 million against the Environment Fund in line with the overall decrease of the total envelope. In terms of human resources, the decrease in the number of positions under the Environment Fund is due to the alignment of actual existing positions to the subprogrammes they mainly contribute to. Under the earmarked and global funds, the expected increase in the number of positions is aligned with the projected increase in the associated financial resources which will lead more projects and activities to be implemented. This includes resource requirements for the pollution hub as part of extrabudgetary funding.

Table 21 (a)
Financial resource requirement by funding category: Chemicals, waste and air quality
(Thousands of United States dollars)

	Financial Resources (thousands of United States dollars)		
Category	*2018-2019*	*Changes*	*2020-2021*
A. Environment Fund			
Post	15 000	(2 200)	12 800
Non-post	17 300	(6 700)	10 600
Subtotal A	32 300	(8 900)	23 400
B. Earmarked funds			
Post			17 000
Non-post	38 400	22 700	44 100
Subtotal B	38 400	22 700	61 100
C. Global funds			
Post			2 400
Non-post	24 300	21 700	43 600
Subtotal C	24 300	21 700	46 000
D. Programme support costs			
Post			2 000
Non-post	2 400	600	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	36 100	136 541

Note: Figures may vary slightly owing to rounding.

Table 21 (b)
Human resource requirement by funding category: Chemicals, waste and air quality

	Staffing resources (number of posts)		
Category	*2018–2019*	*Change*	*2020–2021*
A. Environment Fund	52	(8)	44
B. Earmarked funds	16	44	60
C. Global funds	7	1	8
D. Programme support costs	5	2	7
E. Regular budget	9	–	9
Total (A+B+C+D+E)	**89**	**39**	**128**

Subprogramme 6
Resource efficiency

Table 22
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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.[69]	
Relevant impact-level SDG indicators	SDG 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 CO_2 emission per unit of value added (Tier I, custodian agencies: UNIDO, IEA)*
	SDG Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources; and SDG 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 (also 8.4.1) Material footprint, material footprint per capita, and material footprint per GDP (Tier III, custodian agency: UNEP)*; *12.2.2 (also 8.4.2) Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP (Tier I, custodian agency: UNEP)*
	SDG 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, custodian agencies: UNSD, UNEP)*
	SDG 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 II, custodian agency: UNEP)*
	10YFP Indicators of Success Framework
Relevant Environment Assembly resolutions	Environment Assembly resolution 1/10 – Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication
	Environment Assembly resolution 2/8 – Sustainable consumption and production
	Environment Assembly resolution 2/9 – Prevention, reduction and reuse of food waste

---

[69] 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.

Expected accomplishments of the secretariat	Indicators of achievement	Targets	Relevant global SDG indicators
(a) Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels	(i) The number[70] of countries[71], transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production and sustainable trade policies, with UNEP support.[72] **Unit of measure:** (a) Number of countries	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) **Data sources and analysis plan:** Reports/publications of UNEP, the Green Growth Knowledge Platform, regional bodies, ministries and local governments; endorsed/adopted regional, national and subnational inclusive green economy/sustainable consumption and production policies; review of reports, surveys and interviews	Indicator 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, custodian agency: UNEP)* Indicator 12.a.1: Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies *(Tier III, custodian agency: tbc)* 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, custodian agency: UNEP)* Indicator 17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)* Indicator 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, custodian agency: OECD)* 10YFP Indicators of Success Framework[73]

---

[70] This also includes a country's participation in international, regional and subnational policies, laws, strategies, action plans and frameworks. The following capacity framework will be applied: (1) assessment stage, (2) policy design stage, (3) policy adoption stage and (4) policy implementation stage. Only countries that have started with actual policy implementation (stage 4) will count towards the indicator. For the purposes of progress reporting, disaggregated maps will be presented showing the capacity stage of each country.

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

[73] http://spaces.oneplanetnetwork.org/system/files/10yfp_indicators_of_success_2017_pdf.pdf.

(ii) 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, with UNEP support

Unit of measure:

(a) Number of local governments and cities that adopt systems to measure sustainability based on global indicator frameworks, with UNEP support

(b) Number of local governments and cities that publish their resource profiles, with UNEP support

(c) Number of local governments and cities linking local progress with global indicators towards reaching SDG 11, with UNEP support

(d) Number of local governments and cities that identify, develop, and implement actions[74] that are informed by resource efficiency research, tools and profiles, with UNEP support

December 2017 (baseline): 5

December 2019 (expected): +18 (23)

Progress expected at December 2020: +5 (28)

Progress expected at June 2021: +5 (33)

December 2021: +5 (38)

Data sources and analysis plan:

Reports, city development index publications/reports, surveys and interviews

Indicator 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, custodian agencies: UN-Habitat, UNSD)*

Indicator 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, custodian agency: UN-Habitat)*

---

[74] Such as action plans, policies and public tenders.

(b) Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices

(i) The number of public and private finance stakeholders that adopt sustainable finance principles, processes and frameworks, with UNEP support

Unit of measure:

(a) Number of financial institutions that adopt sustainable principles, processes and frameworks, with UNEP support [75]

(b) Number of countries in which national processes and frameworks mainstream sustainable finance, with UNEP support

(c) Number of local governments that mainstream sustainable finance into their planning frameworks, with UNEP support

December 2017 (baseline): 277

December 2019 (expected): +24 (301)

Progress expected at December 2020: +20 (321)

Progress expected at June 2021: +10 (331)

December 2021: +10 (341)

Data sources and analysis plan:

UNEP Finance Initiative membership records, reports, stakeholder reports, interviews, surveys

Indicator 9.3.1: Proportion of small-scale industries in total industry value added *(Tier II, custodian agency: UNCDF)*

Indicator 9.3.2: Proportion of small-scale industries with a loan or line of credit *(Tier II, custodian agency: UNCDF)*

Indicator 17.14.1: Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*

---

[75] Such as the principles for sustainable insurance, sustainable stock exchange, green financial products and services and principles for sustainable banking.

(ii) The number of public and private sector partners that adopt sustainable management policies and practices, with UNEP support [76]

Unit of measure:

(a) Number of public sector partners that adopt sustainable management practices and policies, with UNEP support

(b) Number of private sector partners that adopt sustainable management practices, with UNEP support

December 2017 (baseline): 272[77]

December 2019 (expected): + 187 (459)

Progress expected at December 2020: +60 (519)

Progress expected at June 2021: +15 (534)

December 2021: + 45 (579)

Data sources and analysis plan:

Annual reports, sustainability reports, technical fact sheets, case studies, surveys, reports of partnerships and initiatives in which UNEP participates

Indicator 8.9.1: Tourism direct GDP as a proportion of total GDP and in growth rate *(Tier II, custodian agency: UNWTO)*

Indicator 8.9.2: Proportion of jobs in sustainable tourism industries out of total tourism jobs *(Tier III, custodian agency: UNWTO)*

Indicator 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, custodian agency: UNEP)*

Indicator 12.5.1: National recycling rate, tons of material recycled *(Tier III, custodian agencies: UNSD, UNEP)*

Indicator 12.6.1: Number of companies publishing sustainability reports *(Tier III, custodian agency: UNEP)*

Indicator 12.b.1: Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools *(Tier III, custodian agency: UNWTO)*

---

[76] This includes various sectors, such as tourism, buildings and construction, manufacturing and food systems. Results will be presented in one consolidated indicator, accompanied by a breakdown by sector.

[77] This has been calculated on the basis of the reporting of programme of work indicator EA) b) i) at December 2017 (311) less the contribution to the finance sector (39).

(c) Public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns	(i) The number of countries[78] implementing[79] sustainable public procurement policies with UNEP support [80] **Unit of measure:** Number of countries implementing sustainable public procurement policies with UNEP support	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) **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	Indicator 12.7.1: Number of countries implementing sustainable public procurement policies and action plans *(Tier III, custodian agency: UNEP)*

---

[78] Including subnational governments and public enterprises.

[79] 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 count towards the indicator. For the purposes of progress reporting, maps will be presented that show the capacity stage of each country.

[80] Including strategies and action plans.

(ii) 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, with UNEP support **Unit of measure:** (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, with UNEP support (b) Number of public and private sector partners reporting inclusion of sustainable consumption and production and lifestyles topics in relevant formal and informal education efforts, with UNEP support	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) **Data sources and analysis plan:** Reports, surveys, course enrolments, curricula, massive open online courses, campaign reports, etc.	Indicator 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, custodian agency: UNESCO-UIS)* Indicator 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, custodian agency: UNESCO-UIS)*
(iii) The number of countries that measure food waste at the national level using internationally acknowledged methodologies, with UNEP support **Unit of measure:** Number of countries	December 2017 (baseline): 4 (TBC) December 2019 (expected): +15 (19) Progress expected at December 2020: +10 (29) Progress expected at June 2021: +10 (39) December 2021: +10 (49) **Data sources and analysis plan:** National food waste reports, strategies communicated by government and private sector stakeholders, national SDG indicator 12.3.1 reporting	Indicator 12.3.1: Global food loss index *(Tier III, custodian agencies: UNEP, FAO)*

Strategy

175.   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 fuelling 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.

176.   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 an approach is a critical element in reducing pollution by reducing waste and the unstainable use of resources. Moving towards a circular green economy can contribute to increasing incomes and wealth by removing the environmental damage from pollution and waste inherent in a linear brown economy that destroys value and harms human health and well-being.

177.   Resource efficiency is one of the most effective strategies for reducing waste, curbing greenhouse gas emissions and spuring 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 reduce pollution is a central priority for the subprogramme. The suprogramme's objectives are cross-cutting as they also support the overall objectives of other subprogrammes, such as reducing green house gas emissions and pollution. The Subprogramme will support the Implementation Plan on Pollution since it promotes the systemic changes necessary to design waste and pollution out ot production and consumption systems.

178.   Many of the SDGs sit at the core of tomorrow's economy, including SDG 8 on sustainable and inclusive growth and SDG 12 on ensuring sustainable consumption and production patterns. These two goals provide a common, coherent focus for countries, businesses and individuals on the policies, practices and technologies that need to be adopted to reduce our environmental footprint and provide a basis for shared, long-term prosperity and well-being.

179.   The subprogramme's expected accomplishments and indicators are fully aligned with the relevant SDGs and their targets and indicators and directly contribute to the achievement of the 2030 Agenda. While SDGs 8 and 12 are the key focus of the subprogramme, all the SDGs have a strong connection to sustainable economic development, resource efficiency and sustainable consumption and production. As the global custodian for most of the relevant SDG 8 and 12 indicators, UNEP plays a key role in progress monitoring and reporting for those SDGs. Because the subprogramme delivers directly on a range of indicators, its alignment with the SDGs has been further strengthened, down to the indicator level, compared to the biennium 2018–2019. While the overall results framework as expressed through the expected accomplishments and associated indicators remains largely unchanged, several adjustments have been made to the indicators and units of measure to strengthen the overall results and impact monitoring. Several sectoral indicators under expected accomplishment b) have been merged so as to rationalize reporting. Progress for various sectors will be tracked and reported in a disaggregated manner, however. Several units of measure have also been adjusted to better integrate with SDG indicators.

180.   UNEP 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, independent and normative expertise emerging from the International Resource Panel, the Life Cycle Initiative, the Green Growth Knowledge Platform and the Environment and Trade Hub, UNEP strengthens and expands the knowledge base that supports innovation and the uptake of circularity and green economy pathways. The normative strength of the Subprogramme combined with proven approaches and solutions, enables UNEP to take solutions to scale, especially at the country level, through partnerships, including partnerships with the private sector, non-state actors, and other United Nations agencies.

181.   Initiatives such as the Ten-Year Framework of Programmes on Sustainable Consumption and Production/One Planet Network, the UNEP Finance Initiative, the Partnership for Action on Green Economy and SWITCH to Green programmes are key delivery and implementation mechanisms to scale up impact. The Coalition for Green Development on the Belt and Road will mobilize international expertise and best practice to inform large-scale infrastructure investments with the aim to promote environmental safeguards and align investments with the sustainable development agenda.

182.   Through the One Planet Network and its multi-partner trust fund for SDG 12, UNEP 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 Environment Assembly resolutions 2/8 on sustainable consumption and production and 2/9 on prevention, reduction and reuse of food waste.

183.   The UNEP 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. The Partnership for Action on Green Economy is a partnership of five United Nations agencies (UNEP, ILO, UNDP, United Nations Industrial Development Organization (UNIDO) 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 for helping countries scale up implementation in key sectors such as tourism, agriculture and manufacturing, with a particular focus on small and medium-sized enterprises.

184.   To achieve the envisaged 2030 impact, UNEP supports countries, subnational governments and cities to institutionalize capacities and implement frameworks, policies and action plans that enable transition to sustainable development, through multiple pathways and multi-stakeholder partnerships. UNEP engages with the private sector across sectors and along value chains for the adoption of life-cycle approaches, eco-innovation, cleaner production practices and sustainable management practices and increasing investment in circular and green technologies. UNEP uses the Extractive Hub to coordinate its work on promoting sustainable practices in the extractive industry.

185.   Promoting sustainable, resource-efficient cities offers key opportunities for reducing the global resource and environmental footprint, as well as greenhouse gas emissions. UNEP will support countries and cities in their transition of urban development towards sustainable consumption and production, global resilience and environmental sustainability in line with SDG 11 and the New Urban Agenda adopted at the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III). This support will be delivered through policy and capacity development support, as well as by providing cities with relevant tools and methodologies, both in key urban infrastructure sectors and in an integrated way 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. UNEP will work with partners within the United Nations system, particularly UN-Habitat through the Greener Cities Partnership, as well as city networks and private sector partners.

186.   UNEP will promote sustainable lifestyles and consumption patterns with the aim of influencing and increasing demand for sustainable products and services. The focus is on creating policy messages that allow engagement with lifestyle influences and on campaigns, advocacy 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. Considering gender dimensions when it comes to comsumption will be part of this transition.

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

188.   The products and services that UNEP will deliver to achieve the expected accomplishments include assessments; research and analysis on economics, sustainable trade and fiscal policy; methodologies, policy tools and knowledge products; and capacity development services and technical support. Support for the provision of secretariat services and hosting of special initiatives, outreach, awareness and communication initiatives complete the set of products and services offered under the Subprogramme.

189.   While there are strong capacities, partnerships, networks and delivery platforms in place, delivery of the programme of work will depend on increased support from member States and donors, including the private sector. 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, as its aim is to support the financial system itself in aligning with the sustainable development agenda.

Figure 6

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.
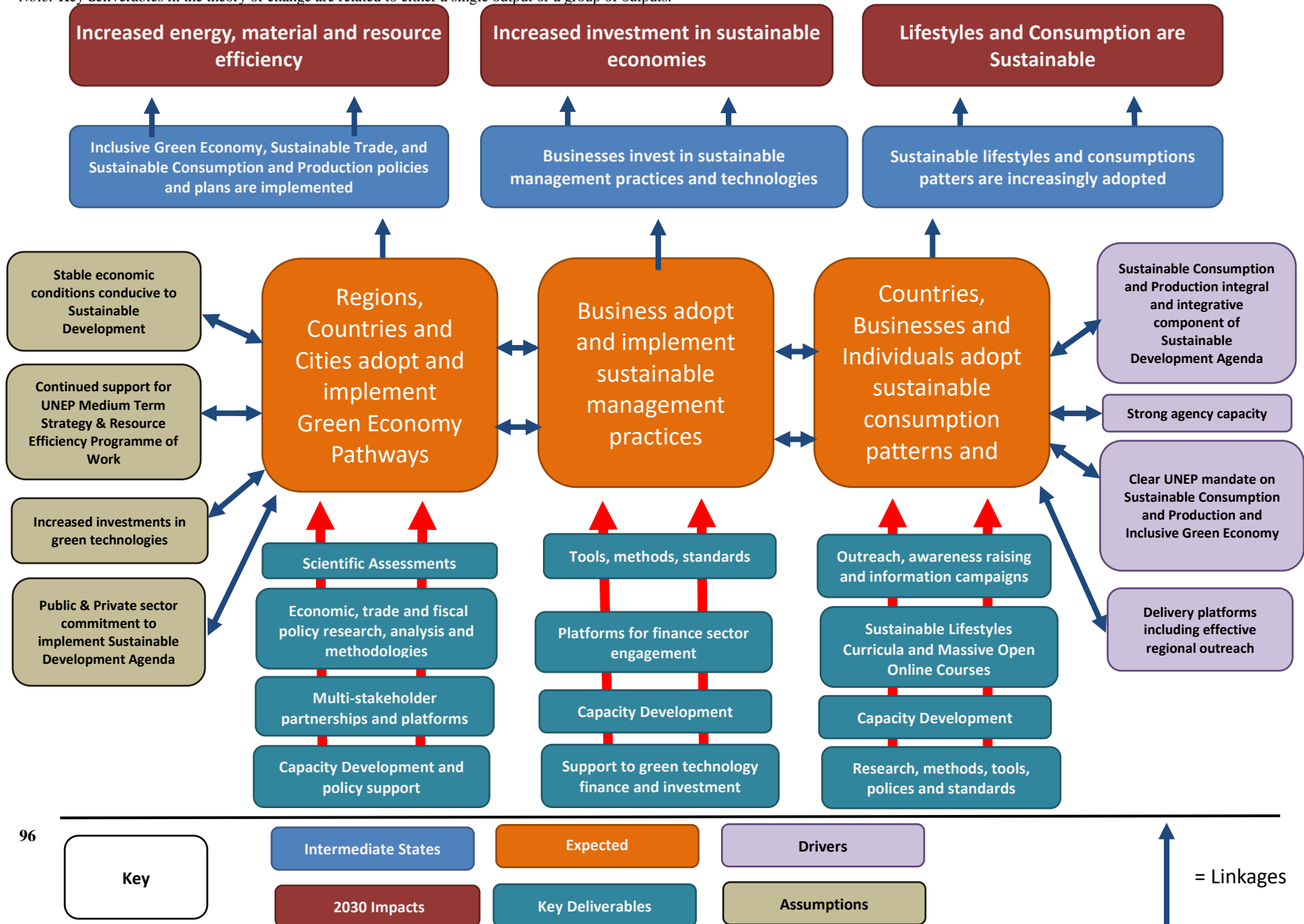
External factors and risks

190.   The achievement of relevant SDGs will depend on actual policy shifts and implementation at the global, regional, national and subnational 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. Although there is global resolve to address climate change challenges and achieve the 2030 Agenda, progress and impact have not achieved the scale required for success. Achieving the international commitments will also require the mobilization of adequate resources to take the identified solutions to scale.

Table 23
Outputs planned for the biennium: resource efficiency

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
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 an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels		
1. Resource use assessments and related policy options are developed and provided to countries to support planning and policy-making, including support for the application and monitoring of relevant SDG indicators	Economy Division	Science Division, regional offices
2. Economic and fiscal policy research, analysis, methodologies, tools and knowledge products are developed and shared to support governments and other stakeholders in developing and implementing 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 are provided to support the delivery of the Ten-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 SDGs through multiple pathways, policies and action plans	Economy Division	Science Division, Law Division
5. Technical support provided to countries to replicate and scale up multiple successfully piloted 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 and training are provided and partnerships and initiatives are created to enable countries to use sustainable trade and investment as vehicles for achieving the 2030 Agenda	Economy Division	Law Division, regional offices
7. Policy support, tools and methodologies, capacity development and technical assistance are 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 accomplishment (b): The 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 are provided 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

Programme of work output	*Division accountable*	*Contributing division(s) and regional offices*
2. Technical guidance, tools and best practices are developed and provided to finance sector stakeholders to improve the integration of environmental and social considerations into their business practices and to promote investment in the implementation of the 2030 Agenda	Economy Division	Regional offices
3. Technical and policy guidance are provided to United Nations agencies, governments and tourism stakeholders to support the development, adoption and implementation of policies, guidelines and standards on more sustainable tourism practices	Economy Division	Regional offices
4. Tools and methodologies are 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 is provided at the national and subnational levels to support the promotion and implementation of cleaner, resource-efficient production technologies and practices in industries, including small and medium-sized enterprises	Economy Division	Regional offices
7. Technical and policy guidance and economic analysis are provided to construction stakeholders and governments to support the development, adoption and implementation of 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 support the establishment of sustainable food systems at the national and subnational levels, including in urban areas	Economy Division	Ecosystems Division, regional offices
Outputs planned for the biennium in pursuit of expected accomplishment (c): The public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns		
1. Tools and technical and policy support are provided to governments and other stakeholders for the development and implementation of sustainable public procurement	Economy Division	Regional offices
2. Outreach and communication campaigns and activities are developed 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 are developed and provided to governments and other stakeholders to support the development, improvement and implementation of consumer information tools	Economy Division	Regional offices
4. Sustainable lifestyles and education tools and activities for raising awareness and stimulating change, particularly at urban level, are developed and implemented	Communications Division/Economy Division	Ecosystems Division, regional offices
5. Technical and policy guidance and methodologies are provided to public and private stakeholders for the measurement, prevention and reduction of food waste and the development of sustainable diet strategies and activities	Economy Division	Ecosystems Division, Communication Division

Resource requirements: resource efficiency

191.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $95.8 million and provide for 114 positions, as compared to $86.2 million and 113 positions in the 2018–2019 budget. The overall increase in the financial resources is brought by the earmarked funds estimated contributions based on historical trends over the last biennium. This increase is partially offset by a reduction of $11.2 million against the Environment Fund in line with the overall decrease of the total envelope. In terms of human resources, the decrease in the number of positions under the Environment Fund is due to the alignment of actual existing positions to the subprogramme to which they mainly contribute as well as the reduction in the number of vacant positions previously provisioned under the 2018–2019 Environment Fund budget. Under the earmarked funds, the expected increase in the number of positions is aligned with the projected increase in the associated financial resources, leading to more projects and activities to be implemented.

Table 24 (a)
Financial resource requirement by funding category: resource efficiency
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	2018-2019	Changes	2020-2021
A. Environment Fund			
Post	18 400	(3 200)	15 200
Non-post	21 200	(8 000)	13 200
Subtotal A	39 600	(11 200)	28 400
B. Earmarked funds			
Post			14 200
Non-post	41 000	20 100	46 900
Subtotal B	41 000	20 100	61 100
C. Global funds			
Post	–	–	–
Non-post		–	–
Subtotal C	–	–	–
D. Programme support costs			
Post			2 400
Non-post	2 300	700	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 24 (b)
Human resource requirement by funding category: Resource efficiency

	Staffing resources (number of posts)		
Category	2018–2019	Change	2020–2021
A. Environment Fund	60	(14)	46
B. Earmarked funds	35	12	47
C. Global funds	–	–	–
D. Programme support costs	7	3	10
E. Regular budget	11	–	11
Total (A+B+C+D+E)	**113**	**1**	**114**

Subprogramme 7

Environment under review

Table 25

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: 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 SDG indicators	The environment under review subprogramme is viewed as an enabler for the integration of SDG indicators among internal and external stakeholders. The purpose of the subprogramme is to provide the SDG indicator methodologies used to harmonize country data for international comparability and produce estimates through transparent mechanisms for 26 environment-related SDG indicators and to assure the quality of UNEP submissions of data and analysis on environmental indicators to the Global SDG Indicators 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 Environment Assembly resolutions	Environment Assembly resolution 1/4 – Science-policy interface Environment Assembly resolution 3/5 – Investing in innovative environmental solutions for accelerating the implementation of the SDGs

Expected accomplishments of the secretariat	*Indicators of achievement*	*Targets*	*Relevant global SDG indicators*
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) The number of SDG indicators for which UNEP is the custodian agency, for which it reports data to the Global SDG Indicators Database[81] **Unit of measure:** Number of SDG indicators	December 2017 (baseline): 8 December 2019 (expected): + 5 (13) Progress by December 2020: +3 (16) Progress by June 2021: +0 (16[82]) Progress by December 2021: +3 (19) **Data sources and analysis plan:** Global SDG Indicators Database[83]	
	(ii) The number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP **Unit of measure:** Number of countries	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 (country-level data where available)	

---

[81] https://unstats.un.org/sdgs/indicators/database/.

[82] Reporting is yearly, so either there is no target for June or the target for June is the same as for December.

[83] https://unstats.un.org/sdgs/indicators/database/.

(iii) Countries entacting national policies in response to the UNEP Science-Policy Interface that contribute to sustainable development and well-being [84] **Unit of measure:** Number of countries reporting on the development and/or implementation of mechanisms, policies, guidelines and/or instruments that strengthen the science-policy interface and contribute to sustainable development and well-being	December 2017 (baseline): 0 December 2019 (expected): 3 Progress by December 2020: 6 Progress by June 2021: 9 Progress by December 2021: 12 **Data sources and analysis plan:** Country reports at regional environmental information network conferences, the Global Environment Outlook, Sustainable Development Goal reports analysed for level of implementation of policy action
(iv) The 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 **Unit of measure:** (a) Number of environmental indicators disaggregated by sex (b) Number of environmental indicators disaggregated by age	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) **Data sources and analysis plan:** Environment Live database link to be provided for each indicator at time of reporting
(v) Relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP for environmental assessment, early warning on emerging issues and/or facilitation of policy action **Unit of measure:** Number of global, regional and national forums and institutions	December 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) **Data sources and analysis plan:** Policy documents, resolutions, meeting reports, semantic searches, assessments
(vi) Level of accessibility and ease of use of UNEP environmental information through open platforms measured against internationally recognized standards for open access to information **Unit of measure:** Percentage improvement in the level of accessibility and usability	December 2017 (baseline): 80% December 2019 (expected): 95% Progress by December 2020: +1 (96%) Progress by June 2021: +2 (98%) Progress by December 2021: +2 (100%) **Data sources and analysis plan:** Measured by usability tests and web statistics, complemented with user surveys on level of satisfaction with the information available on the open platform

---

[84] Number of policies, guidelines and/or instruments that strengthen the science-policy interface including implementation mechanisms

Strategy

192.   The overall objective of the environment under review subprogramme is to empower governments and other stakeholders to make evidence-based decisions by delivering global environmental assessments (including strengthening the science-policy interface, delivering environmental assessments, identifying emerging issues and fostering policy action). The subprogramme aims to inform policymakers through environmental assessments and open access to high-quality, relevant data and information. The subprogramme thus provides the enabling conditions for countries to institutionalize SDG method development, data calibration and monitoring and reporting. To close the gap between current environmental performance and targets, the science-policy platform provides policymakers with opportunities to analyse different outcomes given diverse policy prescriptions. This innovative interactive approach guides governments and other stakeholders to continuously refine policies to gain momentum in the enhancement of the environmental dimension of the SDGs.

193.   As it is an enabler for other subprogrammes, the environment under review subprogramme can also be adapted to allow examination of environmental challenges of interest to member States and stakeholders and of emerging strategic areas of regional and global focus.

194.   There are three aspects to the enabling nature of the environment under review subprogramme:

        (a)   The provision of data and statistics on the environmental aspects of the SDGs, where methods are developed and authenticated with United Nations social commissions and approved by UNSD. The outcome can then be used to track environmental performance patterns and progress through the 26 environmental SDG indicators and multilateral environmental agreements across subprogrammes. Data can also be used to identify trends and emerging issues and foster policy action;

        (b)   Capacity development to member States in areas of environmental information and knowledge management, environmental monitoring, data colleaction mining, sharing, analysis and calibration, SDG method development, gap assessment and monitoring and reporting on environmental trends and emerging issues;

        (c)   Data mining, analysis and interpretation for informed policymaking and sound decision-making.

195.   When quantified, the combined effect of the three aspects demonstrates the impact of progress towards the environmental SDG targets, which is progress specific to UNEP and to the United Nations in general.

196.   The ultimate aim of this subprogramme is to ensure 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, policymaking and stakeholder action must be informed by timely, accurate and relevant knowledge. Science-based decision-making is the new mantra in policymaking: more and more countries are moving towards integrated data tabulation, monitoring and calibration, including monitoring, to track progress within their framework of SDG goal achievement. Data and scientific assessments become instrumental in policymaking, while quantified progress towards the SDG targets become more inclusive and meaningful.

197.   As the custodian agency for 26 indicators of the SDGs, UNEP is actively involved in the development and refinement of data collection methodologies, particularly for those indicators that remain without internationally established methodologies and standards (tiers II and III). Under the environment under review subprogramme, UNEP provides capacity-building for countries on the environment data management and on monitoring the progress on the implementation of the SDGs in collaboration with regional economic commissions, United Nations Statistical Division and other UN Agencies. Capacity development for the compilation of environment statistics at the country level is done based on local priorities, which are identified using the Environment Statistics Self-Assessment Tool (ESSAT). Country requests through UNEP regional offices lead to the development of concept notes in consultation with UNEP regional offices to identify additional countries in need of capacity-building for environmental data management.

198.   UNEP will therefore continue to strengthen the science-policy interface through, among other things, servicing other subprogrammes in 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. UNEP will use innovative and targeted ways of publishing to ensure that information and data in various reports reach the intended target audiences in an effective manner.

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

200.   This requires the following deliverables to be put in place in the 2020–2021 period to strengthen the global web-based knowledge platform that provides up-to-date data, information and knowledge to keep the environment under review (Environment Live): integrated environmental assessment at the global and regional levels (regional environmental information networks 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 SDG follow-up and review, including environmental inputs to United Nations reports and policy forums; and 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.

201.   UNEP has been pursuing the request by member States to provide transparent and open access to environmental data delivering on the 2030 Agenda for Sustainable Development. In particular, inEnvironment Assembly resolution 2/5 the Executive Director was requested to ensure that the Environment Live portal, which already covers the internationally agreed environmental goals, provided credible, up-to-date information to support the follow-up to and review of progress towards the achievement of the Sustainable Development Goals, at all levels, by establishing a long-term plan for the maintenance of the programme and the relevance of its content and ensuring good traceability of the data and information made accessible through it. The World Environment Situation Room represents a natural technological and organizational evolution from "open data", which was addressed by Environment Live, to the new requirements of "big data" and other emerging technologies like artificial intelligence and blockchains. It integrates a variety of types of data, from real-time geospatial and earth observation information, global environmental monitoring and environmental statistics and indicators, managing large volumes of information in a distributed network of global resource information database centres. By addressing this challenge UNEP is using data for supporting decision making, keeping the environment under review and providing assessment, early warning, and foresight on environmental emerging issues. Big data on the Environment will affect people, countries and our planet, supporting sustainable development and humanitarian action. The evolution will thus mirror the strategic direction of the Secretary-General, who in his 2018 report on progress towards achieving the SDGs stressed that the availability of high-quality, accessible, open, timely and disaggregated data is vital for evidence-based decision-making, the full implementation of the 2030 Agenda and the realization of its ambition of leaving no one behind.

202.   UNEP will support the strengthening of statistics offices, scientific networks and partnerships with relevant global earth observation systems and promote the disaggregation of data by vulnerable group, especially by geography, age and sex, and regularly review gender-environment linkages and advocacy to guide policy action towards gender equality. Through the subprogramme, UNEP will also develop advocacy and engagement strategies, tools, methodologies and technical support targeting governments, regional and national forums and institutions and major groups and stakeholders to foster the uptake of policy-relevant information. UNEP will contribute to joint outputs with multilateral environmental agreements 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 into policymaking.

Figure 7
Theory of change – Environment under review
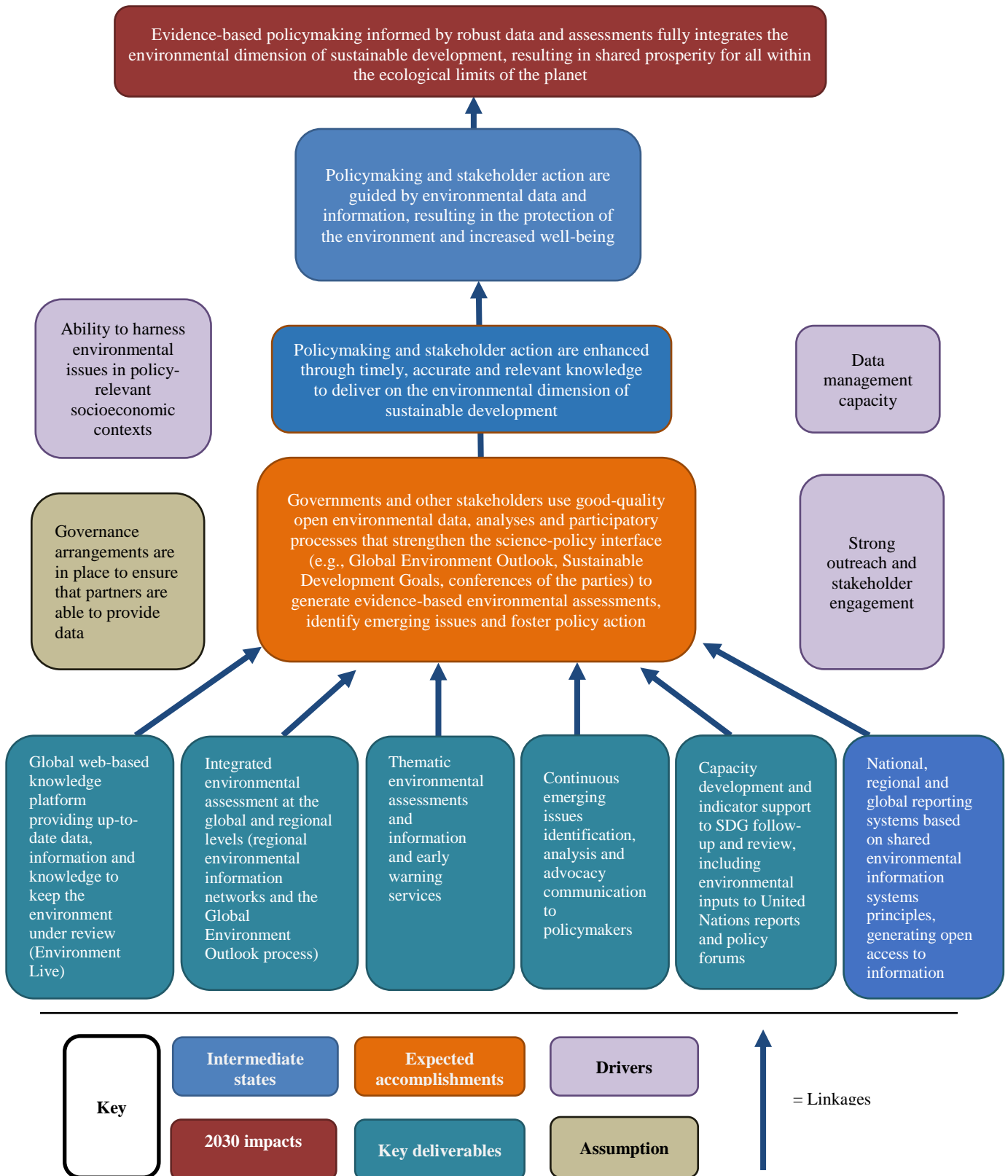
Note: Key deliverables in the theory of change are related to either a single output or a group of outputs.

External factors and risks

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

Table 26
Outputs planned for the biennium: Environment under review

Programme of work output	Division accountable	Contributing division(s) and regional offices
Outputs planned for the biennium in pursuit of the expected accomplishment: Governments and other stakeholders use good-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		
1. Global web-based knowledge platform providing up-to-date data, information and knowledge to keep the environment under review (Environment Live)	Science Division	Law Division, Ecosystems Division, Economy Division, Communications Division, regional offices
2. Integrated environmental assessment at the global and regional levels (regional environmental information networks and the Global Environment Outlook process)	Science Division	Law Division, Ecosystems Division, Economy Division, Communications Division, regional offices
3. Thematic environmental assessments and information and early warning services	Science Division	Law Division, Ecosystems Division, Economy Division, Communications Division, regional offices
4. Continuous emerging issues identification, analysis and communication to policymakers	Science Division	Law Division, Ecosystems Division, Economy Division, Communications Division, 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 Division	Law Division, Ecosystems Division, Economy Division, Communications Division, regional offices
6. National and regional reporting systems based on shared environmental information system principles, generating open access to information	Science Division	Law Division, Ecosystems Division, Economy Division, Communications Division, regional offices

Resource requirements: environment under review

204.   The financial and human resources allocated for this subprogramme in the 2020–2021 budget amount to $40 million and provide for 67 positions, as compared to $52.2 million and 72 positions in the 2018–2019 budget. The overall decrease in the financial resources is attributed to the earmarked and global funds estimated contributions based on historical trends over the last biennium. In order to mitigate the effect of this reduction, the Environment Fund budget for this subprogramme is prioritized through a lesser proportion of reduction, brought by the overall decrease in the Environment Fund, as compared to other subprogrammes. In terms of human resources, the decrease in the number of positions under the Environment Fund is attributed to the reduction in the number of vacant positions provided for in the 2018–2019 budget. Under the earmarked funds and programme support costs, the expected decrease in the number of positions is aligned with the projected reduction in the associated financial resources.

Table 27 (a)
Financial resource requirement by funding category: Environment under review
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	*2018-2019*	*Changes*	*2020-2021*
A. Environment Fund			
Post	13 600	(600)	13 000
Non-post	15 700	(5 700)	10 000
Subtotal A	29 300	(6 300)	23 000
B. Earmarked funds			
Post			1 900
Non-post	14 100	(6 300)	5 900
Subtotal B	14 100	(6 300)	7 800
C. Global funds			
Post			200
Non-post	2 300	1 000	3 100
Subtotal C	2 300	1 000	3 300
D. Programme support costs			
Post			300
Non-post	1 000	(600)	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	(12 200)	40 023

Table 27 (b)
Human resource requirement by funding category: Environment under review

	Staffing resources (number of posts)		
Category	*2018–2019*	*Change*	*2020–2021*
A. Environment Fund	47	(2)	45
B. Earmarked funds	9	(1)	8
C. Global funds	1	–	1
D. Programme support costs	3	(2)	1
E. Regular budget	12	–	12
Total (A+B+C+D+E)	**72**	**(5)**	**67**

V. Programme management and support

205.   Programme management and support comprises corporate services provided by the UNEP 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.

206.   The primary role of the Corporate Services Division is to provide an enabling environment for efficient delivery of high-quality results through the formulation of policies, strategies, standards and tools and related capacity-building support. It mitigates the exposure of UNEP to risk while guarding its corporate interest and oversees efficient and effective management in line with the organization's accountability requirements, rules and regulations and United Nations core values. The division covers administrative management elements in human resources, finance, budget and information and communications technology. Programme support functions are also embedded in various substantive elements, including programme/project planning, monitoring, reporting and resource mobilization.

207.   The division also provides support for programme-wide efforts to develop stronger and more complementary partnerships within and outside the United Nations system, including with global funds (such as GEF and GCF), to catalyse action for increased impact and reduce fragmentation. This also includes the support needed to ensure compliance with fiduciary standards, such as gender policies, social and environmental safeguards and legal compliance.

208.   It is also the responsibility of the corporate services function to liaise with and monitor the performance of administrative service providers, such as UNON, that provide support services to UNEP in the areas of accounting, payroll and payments, recruitment and staff services, systems administration, procurement and inventory maintenance, host country relations, buildings management, conference management, medical services and security and safety. Tables 13(a) shows the changes in the Corporate Services budget relative to the 2018–2019 budget. Overall, the budget has increased by $2.68 million (7.3 per cent) as a result of projected expansion of support needed for a higher level of programmatic activities from earmarked funding and global funding, which will increase by US$187 million. It is worth noting that a considerable amount of programme support funding will continue to meet the cost of our service providers, UNON and UNOG services, as well as the Office of Internal Oversight Services, the cost of information technology licenses such as the Outlook 365 licence and Umoja central support costs.

209.   As part of the UNEP drive for continuous improvement and to ensure that the organization provides value for money, 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, performance and compliance information is essential for informing the member States and other partners of the value, relevance and transparency of UNEP. The business intelligence function of Umoja will be used as an important tool for decision-making, risk management and reporting.

210.   UNEP is expecting the deployment of the Umoja next generation extension (UE2), which encompasses new tools and processes covering strategic management, project management, budget formulation, implementing partners, fundraising, supply chain and conference and events management. The new modules will ultimately enhance management efficiency and effectiveness, as well as the ability of UNEP to manage and report programme and finance information and results in an integrated manner. The new extension is expected to speed up the implementing partners selection and management processes and provide a full audit trail and thus meet a high standard of transparency. The deployment of the modules will be followed by training and capacity-building sessions that are projected to continue through 2020.

211.   On 24 December 2017, the General Assembly adopted resolution 72/266 on "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[85] and the Fifth Committee.[86] With regard to the United Nations Secretariat planning and budgeting process, the overall objective of the reform is to make the United Nations more responsive to the demands of a fast-changing world, which includes having a planning and budgeting process that is transparent and agile, one that ensures that resources are best allocated for the effective and efficient delivery of mandates. UNEP has not yet assessed the full impact of the reform as the guidelines have not yet been received from the Department of Management; however, the immediate impact will be a shift from a biennial to an annual budget process.

---

[85] A/72/7/Add.50.
[86] A/72/682.

Table 28

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures: programme management and support

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

Expected accomplishments of the secretariat	Indicators of achievement	Targets
(a) UNEP makes management decisions based on risk information	Percentage of significant corporate risks identified by UNEP that receive management actions **Unit of measure:** Percentage of risks identified as "significant risks" for which action is taken	December 2017 (baseline): TBD December 2019 (expected): TBD Progress by December 2020: +50 (50%) Progress by June 2021: +10 (60%) Progress by December 2021: +10 (70%) **Data sources and analysis plan:** Corporate risks register and minutes of senior management meetings held to review and decide on actions on risks
(b) Policies and standards are in place for oversight and management	(i) The number of key areas for which there are approved policies, strategies or plans to guide operations when there are changes in operations **Unit of measure:** Number of key operational areas for which there are up-to-date and approved policies, strategies and plans to guide operations[87] (ii) The number of key operational areas that are governed by up-to-date UNEP-specific norms, guidelines and standard operating procedures **Unit of measure:** Number of key operational areas that are governed by up-to-date, UNEP-specific norms, guidelines and standard operating procedures	December 2017 (baseline): 3[88] December 2019 (expected): +3 (6) Progress by December 2020: +1 (7) Progress by June 2021: +1 (8) December 2021: +1 (9) **Data sources and analysis plan:** Corporate policies, strategies, plans December 2017 (baseline): 3[89] December 2019 (expected): +3 (6) Progress by December 2020: +1 (7) Progress by June 2021: +1 (8) Progress by December 2021: +1 (9) **Data sources and analysis plan:** Guidelines and standard operating procedures

---

[87] 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.

[88] The baseline includes the environment and social safeguards policy and gender policy, GEF guidelines, and the recently approved resource mobilization policy.

[89] Gender, GEF coordination and procurement.

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

	(iii) UNEP projects that can demonstrate the integration of environmental and social safeguards into project implementation **Unit of measure:** Percentage of projects that have implemented/are implementing actions	(iii) December 2017 (baseline): 0 December 2019 (expected): +30 (30%) Progress by December 2020: +20 (50%) Progress expected by June 2021: +5 (55%) Progress by December 2021: +5 (60%) **Data sources and analysis plan:** Programme information management system and analysed projects. Approved environmental, social and economic review notes
	(iv) UNEP projects that can demonstrate the integration of gender considerations into project implementation **Unit of measure:** Percentage of projects that have implemented/are implementing gender actions	(iv) December 2017 (baseline): TBD December 2019 (expected): +50 (50%) Progress by December 2020: +10 (60%) Progress expected by June 2021: +5 (65%) December 2021: +5 (70%) **Data sources and analysis plan:** Programme information management system and analysed projects and mid term evaluations.

Table 29 (a)

Financial resource requirement by funding category: programme management and support
(Thousands of United States dollars)

	Financial resources (thousands of United States dollars)		
Category	*2018-2019*	*Changes*	*2020-2021*
A. Environment Fund			
Post	5 600	2 300	7 900
Non-post	9 200	(5 100)	4 100
Subtotal A	14 800	(2 800)	12 000
B. Earmarked funds			
Post			1 900
Non-post	900	1 000	–
Subtotal B	900	1 000	1 900
C. Global funds			
Post			2 900
Non-post	3 400	800	1 300
Subtotal C	3 400	800	4 200
D. Programme support costs			
Post			9 900
Non-post	15 500	3 680	9 280
Subtotal D	15 500	3 680	19 180
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	2 680	39 185

Table 29 (b)
Human resource requirement by funding category: programme management and support

Category	Staffing resources (number of posts)		
	2018–2019	*Change*	*2020–2021*
A. Environment Fund	24	12	36
B. Trust and earmarked funds	–	7	1
C. Global trust funds	10	-	10
D. Programme support costs	35	7	42
E. Regular budget	6	(1)	5
Total (A+B+C+D+E)	**75**	**25**	**100**

Annex I

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

SDG 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 that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 *(Tier II, custodian agency: UNISDR)*

SDG 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. *Indicator 1.b.1:* Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups *(Tier III)*

SDG 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, custodian agency: FAO)*

SDG Target 2.5: By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed. *Indicator 2.5.1:* Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities *(Tier I, custodian agencies: FAO); Indicator 2.5.2:* Proportion of local breeds classified as being at risk, not at risk or at unknown level of risk of extinction *(Tier I, custodian agency: FAO)*

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

SDG Target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development. *Indicator 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, custodian agencies:UNESCO-UIS)*

SDG Target 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws. *Indicator 5.a.2:* Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control *(Tier II, custodian agency: FAO)*

SDG 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 reu*se* globally. *Indicator 6.3.1:* Proportion of wastewater safely treated *(Tier II, custodian agencies: WHO, UN-Habitat, UNSD); Indicator 6.3.2:* Proportion of bodies of water with good ambient water quality *(Tier II, custodian agency: UNEP)*

SDG Target 6.5: By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate. *Indicator 6.5.1:* Degree of integrated water resources management implementation (0–100) *(Tier II, custodian agencies: UNEP); Indicator 6.5.2:* Proportion of transboundary basin area with an operational arrangement for water cooperation *(Tier II, custodian agencies: UNESCO-International Hydrological Programme, ECE)*

SDG 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, custodian agencies: UNEP, Ramsar)*

SDG Target 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services. *Indicator 7.1.1:* Proportion of population with access to electricity *(Tier I, custodian agency: World Bank); Indicator 7.1.2:* Proportion of population with primary reliance on clean fuels and technology *(Tier I, custodian agency: WHO)*

SDG Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix. *Indicator: 7.2.1* Renewable energy share in the total final energy consumption *(Tier I, possible custodian agencies: UNSD, IEA, IRENA)*

SDG Target 7.3: By 2030, double the global rate of improvement in energy efficiency. *Indicator 7.3.1:* Energy intensity measured in terms of primary energy and GDP *(Tier I, custodian agencies: UNSD, IEA)*

SDG Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. *Indicator 8.9.1:* Tourism direct GDP as a proportion of total GDP and in growth rate *(Tier II, custodian agency: UNWTO); Indicator 8.9.2:* Proportion of jobs in sustainable tourism industries out of total tourism jobs *(Tier III, custodian agency: UNWTO)*

SDG Target 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. *Indicator 9.3.1:* Proportion of small-scale industries in total industry value added *(Tier II, custodian agency: UNCDF); Indicator 9.3.2:* Proportion of small-scale industries with a loan or line of credit *(Tier II, custodian agency: UNCDF)*

SDG 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:* CO_2 emission per unit of value added *(Tier I, custodian agencies: UNIDO, IEA)*

SDG Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage. *Indicator 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, custodian agencies: UNESCO-UIS)*

SDG 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. *Indicator 11.5.1 (also 13.1.1):* Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population *(Tier II, custodian agency: UNISDR); Indicator 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 *(Tier II, custodian agency: UNISDR)*

SDG 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. *Indicator 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, custodian agency: UN-Habitat, UNSD); Indicator 11.6.2:* Annual mean levels of fine particulate matter (e.g., $PM_{2.5}$ and PM_{10}) in cities (population weighted) *(Tier I, custodian agency: WHO)*

SDG Target 11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning. *Indicator 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, custodian agency: UN-Habitat)*

SDG 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. *Indicator 11.b.1:* Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 *(Tier II, custodian agency: UNISDR); Indicator 11.b.2:* Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies *(Tier III, custodian agency: UNISDR)*

SDG Target 12.1: Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries. *Indicator 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, custodian agency: UNEP)*

SDG Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources; and SDG 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. *Indicator 12.2.1 (also 8.4.1):* Material footprint, material footprint per capita, and material footprint per GDP *(Tier III, custodian agency: UNEP); Indicator 12.2.2 (also 8.4.2):* Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP *(Tier I, custodian agency: UNEP)*

SDG Target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses; *Indicator 12.3.1:* Global food loss index *(Tier III, custodian agencies: UNEP, FAO)*

SDG 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. *Indicator 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 *(Tier II, custodian agency: UNEP); Indicator 12.4.2:* Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment *(Tier III, custodian agencies: UNSD, UNEP)*

SDG 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, custodian agencies: UNSD, UNEP)*

SDG Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. *Indicator 12.6.1:* Number of companies publishing sustainability reports *(Tier III, custodian agency: UNEP)*

SDG Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities. *Indicator 12.7.1:* Number of countries implementing sustainable public procurement policies and action plans *(Tier III, custodian agency: UNEP)*

SDG Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature. *Indicator 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, custodian agencies: UNESCO-UIS)*

SDG Target 12.a: Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production. *Indicator 12.a.1:* Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies (*Tier III, custodian agency:* [**TO BE CONFIRMED**]*)*

SDG Target 12.b: Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products. *Indicator 12.b.1:* Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools *(Tier III, custodian agency: UNWTO)*

SDG 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 II, custodian agency: UNEP)*

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

SDG Target 13.2: Integrate climate change measures into national policies, strategies and planning. *Indicator 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, custodian agency: UNFCCC)*

SDG Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. *Indicator 13.3.1:* Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula *(Tier III, custodian agencies: UNFCCC, UNESCO-UIS); Indicator 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, custodian agencies: UNFCCC, UNESCO-UIS)*

SDG Target 13.a: Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly $100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible. *Indicator 13.a.1:* Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the $100 billion commitment *(Tier III, custodian agencies: UNFCCC, OECD)*

SDG Target 13.b: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities. *Indicator 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, custodian agencies: OHRLLS, regional commissions, AOSIS, SIDS, Samoa Pathway)*

SDG 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, custodian agency: UNEP)*

SDG 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, custodian agency: UNEP)*

SDG 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, custodian agency*: IOC-UNESCO)*

SDG Target 14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information. *Indicator 14.5.1:* Coverage of protected areas in relation to marine areas *(Tier I, custodian agencies: UNEP-WCMC, UNEP)*

SDG Target 14.6: By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation. *Indicator 14.6.1:* Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (*Tier II, custodian agency: FAO)*

SDG Target 14.c: Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of "The future we want". *Indicator 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, custodian agencies: UN-DOALOS, FAO, UNEP, ILO, other UN-Oceans agencies)*

SDG 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. *Indicator 15.1.1:* Forest area as a proportion of total land area *(Tier I, custodian agencies: FAO); Indicator 15.1.2:* Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type *(Tier I, custodian agencies: UNEP-WCMC, UNEP)*

SDG Target 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. *Indicator 15.2.1:* Progress towards sustainable forest management *(Tier II, custodian agency: FAO)*

SDG 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 III, custodian agency: UNCCD)*

SDG Target 15.4: By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development. *Indicator 15.4.1:* Coverage by protected areas of important sites for mountain biodiversity *(Tier II, custodian agencies: UNEP-WCMC, UNEP)*

SDG 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 II, custodian agency: IUCN)*

SDG Target 15.6: Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed. *Indicator 15.6.1:* Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits *(Tier II, custodian agency: CBD secretariat)*

SDG Target 15.7: Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products. *Indicator 15.7.1:* Proportion of traded wildlife that was poached or illicitly trafficked *(Tier II, custodian agencies: UNODC, CITES)*

SDG Target 15.8: By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species. *Indicator 15.8.1:* Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species *(Tier II, custodian agency: IUCN)*

SDG 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, custodian agencies: CBD secretariat, UNEP)*

SDG Target 15.a: Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems. *Indicator 15.a.1:* Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems *(Tier I/III, custodian agencies: OECD, UNEP, World Bank)*

SDG Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements. *Indicator 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 *(Tier III, custodian agency: OHCHR; partner agencies: ILO, UNESCO); Indicator 16.10.2:* Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information *(Tier II, custodian agency: UNESCO-UIS)*

SDG Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development. *Indicator 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 *(Tier III, custodian agency: OHCHR)*

SDG Target 17.5: Adopt and implement investment promotion regimes for least developed countries. *Indicator 17.5.1:* Number of countries that adopt and implement investment promotion regimes for least developed countries *(Tier III, custodian agency: UNCTAD)*

SDG Target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs, including through North-South, South-South and triangular cooperation. *Indicator 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, custodian agency: OECD)*

SDG Target 17.10: Promote a universal, rules-based, open, non‑discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda. *Indicator 17.10.1:* Worldwide weighted tariff-average *(Tier I, custodian agencies: WTO, ITC, UNCTAD)*

SDG Target 17.14: Enhance policy coherence for sustainable development. *Indicator 17.14.1:* Number of countries with mechanisms in place to enhance policy coherence of sustainable development *(Tier III, custodian agency: UNEP)*

SDG Target 17.15: Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development. *Indicator 17.15.1:* Extent of use of country-owned results frameworks and planning tools by providers of development cooperation *(Tier II, custodian agencies: UNDP, OECD)*

SDG Target 17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries. *Indicator 17.16.1:* Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs *(Tier II, custodian agencies: OECD, UNDP)*

SDG Target 17.19: By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries. *Indicator 17.19.1:* Dollar value of all resources made available to strengthen statistical capacity in developing countries *(Tier I, custodian agency: PARIS21)*

Annex II

United Nations Environment Assembly resolutions and decisions

First session of the United Nations Environment Assembly

Resolutions

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

Second session of the United Nations Environment Assembly

Resolutions

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 United Nations Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the SDGs

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 microplastics

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 the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions

2/18 Relationship between the United Nations 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 the United Nations 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

Third session of the United Nations Environment Assembly

Resolutions

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 SDGs

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

3/1   Extension of the delivery date for the sixth Global Environment Outlook report

3/2   Provisional agenda, date and venue of the fourth session of the United Nations Environment Assembly

3/3   Management of trust funds and earmarked contributions

Annex III

Recommendations of the Board of Auditors[1]

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

1.   UNON prepared the financial report and statements on behalf of UNEP, based on IPSAS and in accordance with rule 106.1 of the Financial Regulations and Rules of the United Nations, for the year ended 31 December 2017. The financial statements were reviewed by UNEP 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 members from Chile, India and Germany. The UNEP accounts were audited by the audit office in the United Republic of Tanzania.

2.   The Board of Auditors issued an unqualified audit opinion on the financial statements of UNEP for the year ended 31 December 2017. In addition, the Board of Auditors found no significant errors, omissions or misstatements that could affect its opinion on the UNEP financial statements. In its report, the Board of Auditors did identify scope for improvements in a number of areas that require management action, however, which are shown in table A-III.1, below.

3.   During the period 2010–2017, the Board of Auditors issued 25 recommendations, as shown in the table A below. In its audit for the financial year ended 31 December 2017, it issued eight recommendations, including four main recommendations. All the recommendations were accepted and are under implementation, as is shown in table A-III.2.

Table A-III.1

Summary of the status of implementation of Board of Auditors recommendations up to and including financial year 2017

Financial year	Implemented	Under implementation	Overtaken by events	Not implemented	Total
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**

Table A-III.2

Board of Auditor action recommendations for financial year 2017 and responses

Action recommended by the Board of Auditors	Action taken in response to the recommendation
1. The Board noted that UNEP did not maintain a database that could be used to analyse the amount receivable from voluntary contributions in accordance with their schedules of payments in order to facilitate confirmation of the receivables due dates. The Board recommended that UNEP: (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 by the UNEP Programme Manual (2016).	**Responsible unit:** Corporate Services Division **Status:** Under implementation **Target date:** March 2019
2. The Board noted inadequate management actions and mechanisms to address challenges related to project administration issues reported by project managers in the Project Information Management System. No action plan was in place to address the reported challenges, which included delays in implementation of projects owing to legal issues, delays in human resources	**Responsible unit:** Programme and Policy Division **Status:** Under implementation

---

[1] A/70/5/Add.7.

| *Action recommended by the Board of Auditors*	*Action taken in response to the recommendation*
recruitment and procurement, and delays by implementing partners owing to inadequate capacity and lack of project ownership). The Board recommended that UNEP expedite the introduction of a mechanism that would adequately reflect project administrative and ownership challenges in management action plans and follow-up in order to ensure that comprehensive management action is taken to address the challenges identified.	**Target date:** December 2020
3. From the review of project data in Umoja and the Project Management Information System (PIMS), the Board noted some incomplete financial records mainly arising from inadequate internal controls. The Board recommends that UNEP: (a) Introduce a mechanism to enforce prompt recording of all project financial information in Umoja and regularly update the project financial data in the system; (b) Introduce a regular review of project information in Umoja to verify the correctness and completeness of project data; (c) Ensure that all transactions in Umoja are linked to valid and approved projects in support of the programme of work.	**Responsible unit:** Corporate Services Division **Status:** Under implementation **Target date:** December 2018
4. The Board found inadequate assessment of project executing agencies, and was of the view that since the UNEP Manual does not provide procedures for the assessment and selection of an implementing partner, UNEP needs to consider developing guidelines to help the field offices to assess and select implementing partners, including those from the category of not-for-profit partners. The Board recommended that UNEP establish guidelines for field offices on how to assess and select implementing partners that are not-for-profit, public-sector organizations.	**Responsible unit:** Corporate Services Division **Status:** Under implementation **Target date:** December 2020
5. From its review of a list of all users and their roles in Umoja, the Board determined that some users were granted conflicting roles, contrary to the Umoja enterprise role guide and best practices in applying segregation of duties principles. The Board recommended that UNEP: (a) in collaboration with UNON, review all the roles that have been granted in Umoja and eliminate all conflicting roles granted to users; and (b) establish procedures to ensure that user roles are reviewed regularly by process owners to ensure that they dovetail with job descriptions and are not conflicting.	**Responsible unit:** Corporate Services Division and Department of Management (United Nations Secretariat) **Status:** Under implementation **Target date:** December 2018
6. The Board found delays in the deprovisioning of separated staff and user accounts that had remained inactive for a long time, which exposed the organization to the risk of unauthorized access to the system, which in turn may compromise the integrity of data. The Board recommended that UNEP ensure that all user accounts for separated staff and those that remain dormant for three consecutive months be deactivated on a regular basis and in a timely manner.	**Responsible unit:** Corporate Services Division and Department of Management (United Nations Secretariat) **Status:** Under implementation **Target date:** December 2018
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 retired from use. The Board recommended that UNEP ensure that: (a) Assets information in Umoja is updated in a timely manner; and (b) Unserviceable or obsolete assets are promptly identified, written off and disposed of.	**Responsible unit:** Corporate Services Division **Status:** Under implementation **Target date:** March 2019
8. The Board found inadequate staff awareness of the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat owing to non-completion of the relevant mandatory online training course, which may have a negative impact on the identification, mitigation and detection of fraud risks. The Board recommended that UNEP issue a policy document based on the Anti-Fraud and Anti-Corruption Framework.	**Responsible unit:** Corporate Services Division **Status:** Under implementation **Target date:** December 2018

Annex IV

Evaluation plan for the period 2020–2021

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

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

Figure A-IV.1

Approach to evaluating the programmes of work within the medium-term strategy
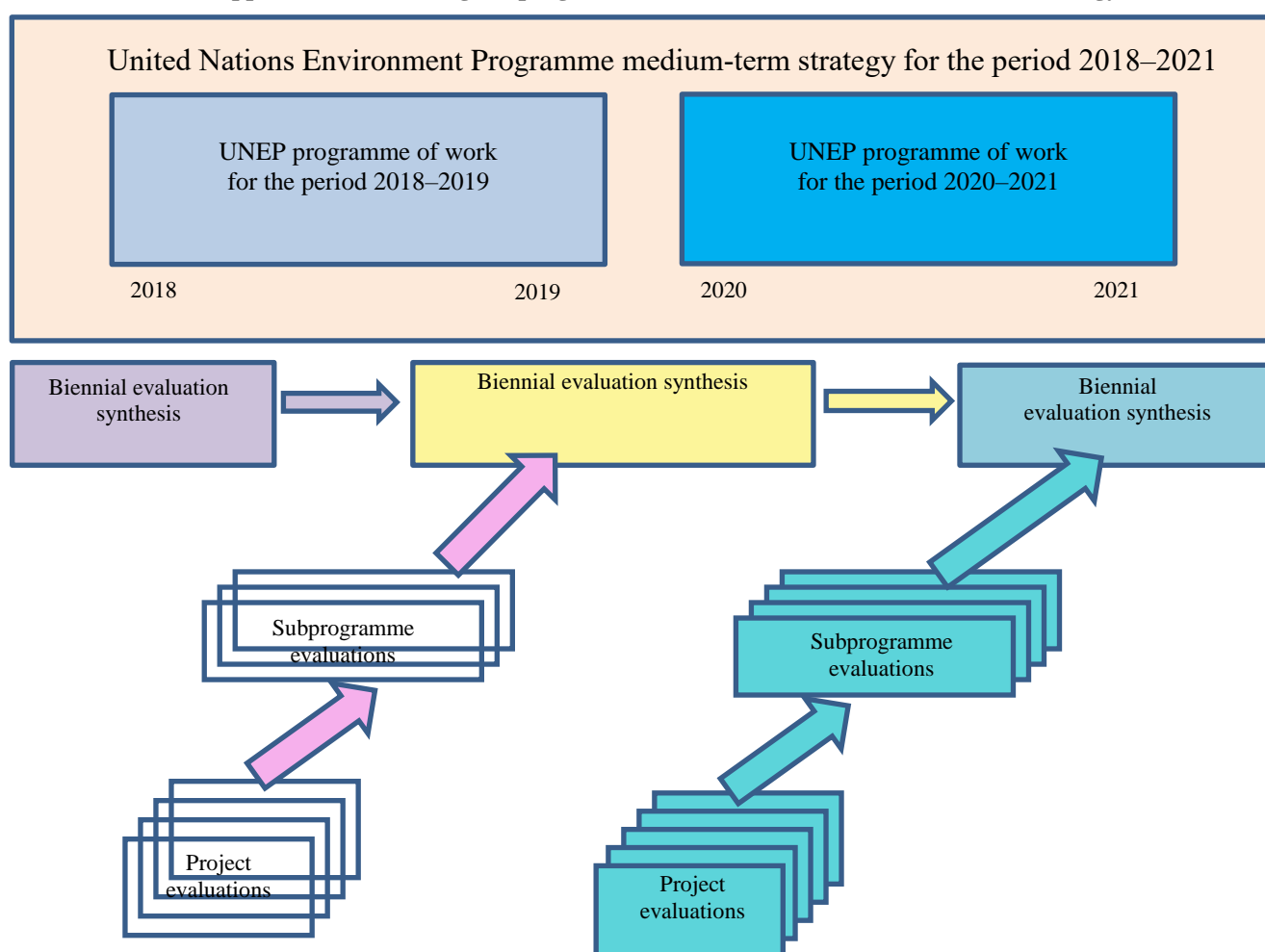
I.   Evaluating performance

3.   A set of standard parameters is applied to evaluate performance and assist aggregation of performance across the various UNEP interventions that contribute to expected accomplishments of the programme of work and medium-term strategy. 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.

A.   Scope and objectives

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

(a)   To assess the effectiveness, efficiency, relevance, quality, usefulness and impact of UNEP programmes;

(b)   To derive and share lessons learned from the implementation of programme and project activities; and

(c)   To ensure that the evaluation recommendations issued and accepted by UNEP programme management and division directors are implemented.

B.   Planned activities and related outputs

1.   Subprogramme evaluations

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

Figure A-IV.2

Proposed schedule of subprogramme evaluations

2.   Project evaluations

6.   Projects that have reached completion will be evaluated. It is estimated that approximately 60 project evaluations will be completed over the programme of work period (30 under the Environment Fund and counterpart contributions and 30 under GEF). 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.

3. **Evaluation synthesis report**

7.   At the end of the biennium 2020–2021, an evaluation synthesis report will be prepared summarizing UNEP performance through trends and patterns observed during the biennium from completed evaluations at all levels. The patterns and trends will be used to identify recommendations and lessons to be brought to the attention of and discussed with subprogramme coordinators and UNEP senior management. The report will be presented to the Committee of Permanent Representatives and the Environment Assembly and disseminated to national Governments and UNEP staff.

4. **Compliance with evaluation recommendations**

8.   The Evaluation Office will follow up on the implementation of evaluation recommendations 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 will publish compliance statistics for evaluation recommendations in the evaluation synthesis report and on the Evaluation Office website.