

# Development of the Medium-Term Strategy 2018-2021

## Cover note

The United Nations Environment Assembly of UNEP (UNEA) at its first session in June 2014 requested the Executive Director of UNEP to prepare a Medium-Term Strategy (MTS) for 2018–2021 and a Programme of Work & Budget (PoW) for 2018–2019 for approval at its second session in May 2016 (UNEA/EA.1/15).

The development of the MTS (MTS) 2018-2021 builds upon the outcome document United Nations Conference on Sustainable Development, held in Rio de Janeiro in 2012 (Rio +20) *“The Future We Want”* and *“The 2030 Agenda for Sustainable Development”* by putting people at the centre of the environmental dimension of sustainable development. The framework for developing the MTS includes UNEA resolutions and relevant Governing Council decisions, Multilateral Environmental Agreements (MEAs) and their relevant strategic plans, action plans and resolutions/decisions, and other internationally agreed environmental goals<sup>1</sup>.

The roadmap for preparing the MTS that Member States reviewed at the second annual meeting of the sub-committee of the Committee of Permanent Representatives (CPR) in October 2014, centres around six streams of consultations: 1. sessions with the CPR, 2. engagement with Member States through regional offices and existing regional fora, 3. UNEP internal visioning processes, 4. consultations on priorities with strategic partners, 5. consultations with MEA secretariats, and 6. interaction with major groups and stakeholders through questionnaires.

This MTS draft builds on consultations with the CPR held on 10 March 2015 (on a longer term planning approach), 30 April 2015 (on emerging issues), and 30 June 2015 (on the subprogramme approach, in the form of outcome maps with proposed indicators) and 17 September 2015. This revised draft reflects Member States’ request for a more concise and strategic document. It clarifies the 2030 vision for UNEP, lays out the business model and builds on lessons learned.

Over the next few months, the MTS 2018-2021 will continue to be developed in consultation in the CPR. Two further sessions are currently planned aiming at the following outputs:

- **26-30 October 2015:** Following the Summit in September 2015, UNEP will finalize the priority issues and outcomes of the MTS and present these to the CPR.
- **8 December 2015:** Updated, near final MTS 2018-2021 that integrates comments from Member States.

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<sup>1</sup> These are also known as Global Environmental Goals (GEGs). The compilation of GEGs is on-going and is available at <http://geg.informea.org/geg.informea.org>.

# DRAFT MTS 2018-2021

UNITED NATIONS ENVIRONMENT PROGRAMME

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# UNEP's Medium-Term Strategy 2018-2021

## 1. Introduction

In September 2015, countries adopted a universal agenda: “*Transforming our world: the 2030 Agenda for Sustainable Development*” (the 2030 Agenda). The Synthesis Report of the UN Secretary General on the 2030 Agenda points to a strategic shift in sustainable development for a “truly universal and transformational course”<sup>2</sup>. This strategic shift also acknowledges the integrated nature of challenges that countries face (e.g. gender equality, employment, income inequality, social exclusion, environmental safeguards) thereby calling for a new paradigm for sustainable development where the environmental dimension can no longer be treated in a silo. Building on this ambitious agenda the framework for the UNEP's Medium-Term Strategy (MTS) for the period 2018-2021 also includes UNEA resolutions, relevant Governing Council decisions, Multilateral Environmental Agreements (MEAs), their relevant strategic plans, action plans and resolutions/decisions, and other internationally agreed environmental goals<sup>3</sup>. Within this framework, UNEP aims to support countries with environmental sustainability while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development, within its mandate.

The MTS identifies in section 2 a situational analysis with the significant environmental challenges in the coming years. Climate change remains a pervasive issue and the world needs enhanced adaptation and resilience to change, including the resilience to the environmental impacts of disasters and conflicts. Healthier and productive ecosystems are necessary for conserving flora and fauna as well as for providing clean drinking water and secure food systems. We need to make better use of Earth's natural resources for economic and social growth and be smarter about how we manage our waste and chemical products.

Effecting environmental sustainability takes time and this MTS recognises this important lesson by defining an ambitious 2030 vision for UNEP in section 3 and aligning to Rio +20 and the 2030 Agenda by putting people at the centre of the environmental dimension of sustainable development<sup>4</sup>, leading to a **healthy planet for healthier people**. The MTS clarifies how the environment integrates with sustainable development and section 4 defines the how decisions will be made through operating principles.

Where UNEP will focus in the coming years is prioritised in section 5 organised into thematic subprogrammes that respond to the significant environmental challenges in section 6. The subprogrammes chart the journey towards a 2030 impact that realises UNEP's vision. UNEP's comparative advantage is to provide an environmental lens through which to view, understand and advise on sustainable development. How UNEP will use this comparative advantage through its business model is set out in section 7. To keep the organisation on track, UNEP's strong results focus is mirrored by its approach to monitoring and evaluation in section 8. All of which will ensure UNEP is better positioned than before to address environmental challenges and achieve results.

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<sup>2</sup> (Synthesis Report of the Secretary-General on the Post-2015 Agenda , 2014)

<sup>3</sup> These are also known as Global Environmental Goals(GEGs). The compilation of GEGs is on-going and is available at <http://geg.informea.org/> geg.informea.org.

<sup>4</sup> (The Rio +20 outcome document The Future We Want, 2012)

## 2. Situation Analysis

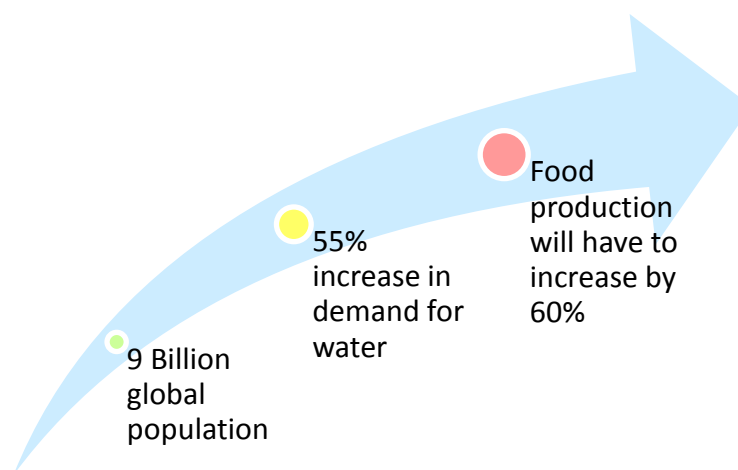
UNEP will promote environmental sustainability in a context that is continuously evolving. This situation analysis points to some of the most pressing environmental concerns as well as opportunities and lessons learned that will be addressed by UNEP through implementation of its MTS.

### Environmental challenges

Many of our most pressing environmental challenges are driven by large, transformative global forces that impact everyone on the planet. UNEP describes how these present risks to the environment.

By 2050, population growth will put further pressure on ecosystems and their goods and services. Food and water scarcity will add further pressure on the nutrition, hygiene and sanitation conditions in developing countries (Figure1).

Figure 1: Illustration of Food and Water demand expected by 2050<sup>5</sup>

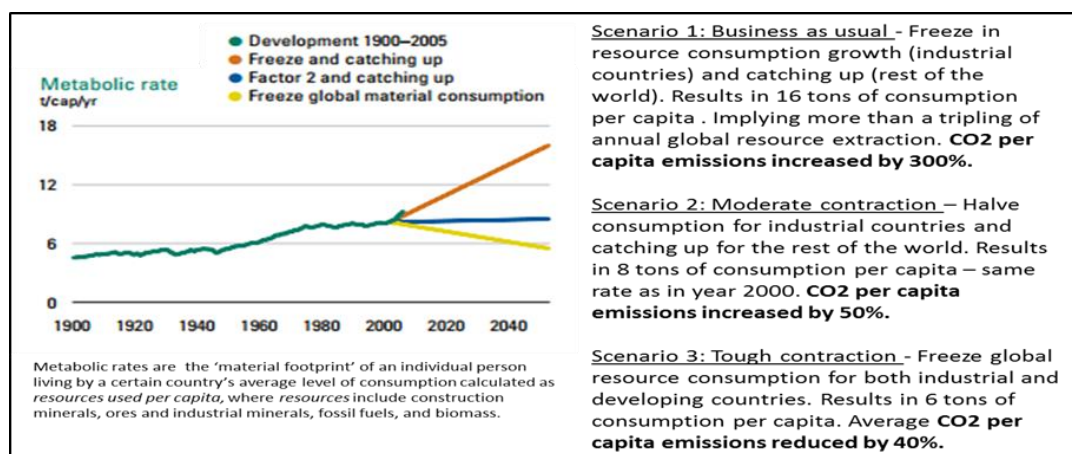


Growing demographic pressures and over-consumption will also affect the availability of non-renewable natural resources as well as the production of waste, resulting in social, health and economic consequences. Escalating resource use is causing significant environmental pressure and a business-as-usual scenario could triple global resource extraction and CO<sub>2</sub> emissions (Figure 2)<sup>6</sup>.

<sup>5</sup> (FAO, World Agriculture Towards 2030/2050: The 2012 revision, 2012)

<sup>6</sup> Invalid source specified. (IRP 2011)

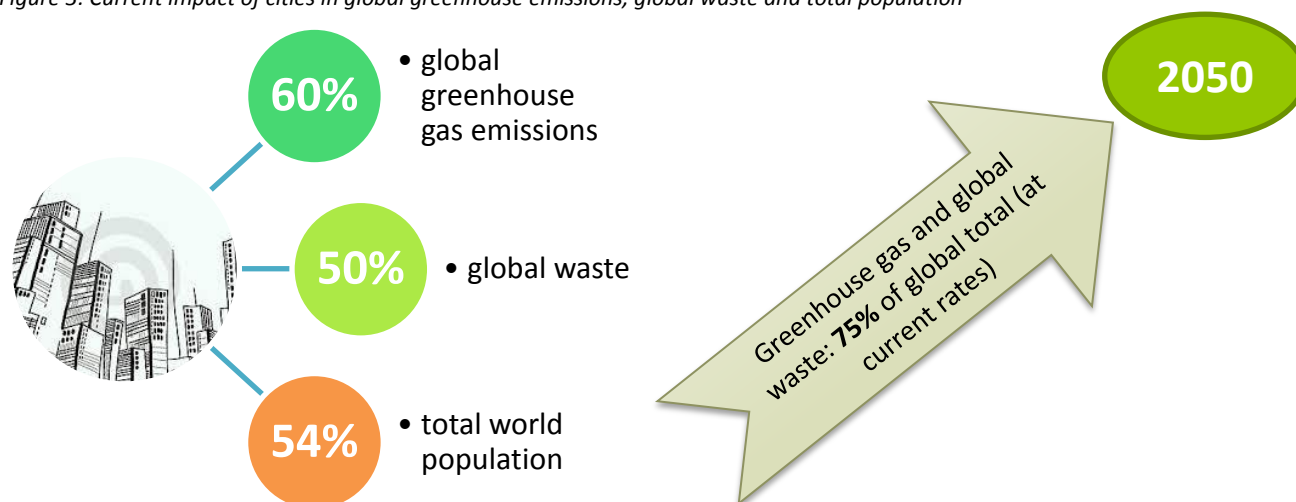
Figure 2: Implications for per capita resource consumption in three different growth and development models



The **depletion of natural resources** will impact long-term economic growth and sustainability, and contribute to global inequalities. In response, UNEA adopted a resolution (1/10) requesting for further action on sustainable production and consumption (SCP). An analysis of the interlinkages among the Sustainable Development Goals (SDGs) and associated targets shows that the inclusion of standalone goals on sustainable consumption and production patterns, and on inequality respectively, not only make the SDGs more interlinked, it also opens the door for easier mainstreaming into other sectors<sup>7</sup>.

Another important driving force for environmental change is urbanization. The urban population, as a proportion of the overall population, is expected to rise to 70 percent by 2050<sup>8</sup> and will generate 75% of global waste and greenhouse gas emissions by 2050 at current rates (Figure 3). However, focussing on a concentrated population presents a strategic opportunity to improve environmental sustainability.

Figure 3: Current impact of cities in global greenhouse emissions, global waste and total population



<sup>7</sup> Invalid source specified. DESA Working Paper No. 141, ST/ESA/2015/DWP/141

<sup>8</sup> (World Urbanization Prospects, 2014)

In almost all countries, **per capita healthcare spending is rising faster than per capita income** and it is estimated that healthcare spending will rise from 20 to 30 percent of GDP for some countries. Non-communicable diseases are on the rise and diseases associated with air and water pollution are still prevalent, with the BRICS<sup>9</sup> alone accounting for 40 percent of the global burden of disease. Better management of waste and improved water or air quality can contribute significantly to lower this. For example, by 2030 measures taken by the Montreal Protocol on Substances that Deplete the Ozone Layer (Montreal Protocol) may have prevented up to 2 million cases of skin cancer globally each year. With an increase in diseases attributed to environmental factors, reducing environmental stress will reduce health risks in vulnerable groups. This will be done through an integrated approach of managing the environment and health by working closely with partners.

Each of these trends above has significant direct consequences but when combined, also ripples across the environment.

Climate change continues to be one of the most pervasive and threatening issues of our time, with far reaching effects in the 21<sup>st</sup> century<sup>10</sup>. Temperature changes and sea-level rise are already affecting human well-being in many places, including coastal zones and Small Island Developing States (SIDS)<sup>11</sup>. According to the data presented in both UNEP's 5<sup>th</sup> Global Environmental Outlook (GEO-5) and the Intergovernmental Panel on Climate Change's (IPCC) 5<sup>th</sup> Assessment Report, climate change is also putting significant pressure on ecosystems. Climatic variations and extreme weather events can also lead to large social and economic costs. Taking urgent action on climate change will therefore remain critical in the period 2018-2021 and beyond.

Climate change is expected to have major, immediate and unprecedented social and economic implications on where people can settle, grow food, maintain and build infrastructure, or rely on functioning ecosystems for the services they provide. The consequences are likely to hit women harder than men, particularly in developing countries, as they represent the majority of the world's poor and are often more socially excluded.

Member States at the Conference of Parties (COP) to the UNFCCC will in Paris in December 2015 determine possible commitments to greenhouse gas reductions. The UNEP *Emissions Gap Report* stated in 2014 that to limit the global temperature rise to 2°C and avoid the worst impacts of climate change, global carbon neutrality should be attained by mid-to-late century<sup>12</sup>. This would also keep in check the maximum amount of carbon dioxide (CO<sub>2</sub>) that can be emitted into the atmosphere while staying within safe temperature limits beyond 2020. Although action to address climate change currently falls short of the minimum level that the best available science suggests is necessary to keep the increase in global temperature below 2°C, there is an unprecedented level of global recognition for climate change and a willingness to take significant action through the UNFCCC to combat climate change and its impacts, including by non-state actors<sup>13</sup> and through clean energy use.

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<sup>9</sup> Brazil, Russia, China, India and South Africa

<sup>10</sup> (21 Issues for the 21st Century, 2011)

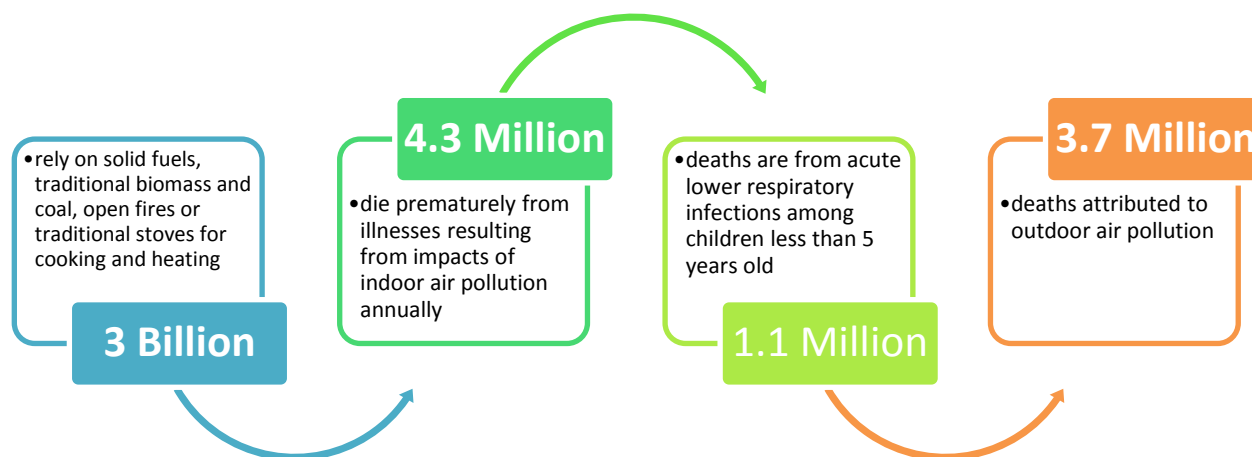
<sup>11</sup> (IPCC Fifth Assessment Report, 2014) (IPCC 2014, UNEP 2012)

<sup>12</sup> (The Emissions Gap Report, 2014)

<sup>13</sup> (United Nations Framework Conventions on Climate Change, 2015) (UNEP 2015)

Climate change is not the only major concern regarding the planet's atmosphere, Figure 4 presents the factors related to air pollution. The figures are more than double previous estimates and confirm that air pollution is among the world's largest environmental health risks.<sup>14</sup> An Organisation for Economic Co-operation and Development (OECD) study found that in 2010, the cost of air pollution in China was approximately USD 1.4 trillion while Europe lost around USD 140-230 billion in 2009. The UNEA resolution on air quality<sup>15</sup> recognises the importance to addressing the issue from an integrated environment and health perspective where environmental, social, and economic factors of sustainable development are inseparable.

Figure 4: Effects of Air pollution



Other chemicals that need sustained attention under the chemicals and waste related Basel<sup>16</sup>, Rotterdam<sup>17</sup> and Stockholm<sup>18</sup> conventions (BRS), the Minamata Convention on Mercury, and the Strategic Approach for International Chemicals Management (SAICM) include persistent organic pollutants (POPs), pharmaceuticals and other chemicals that disrupt hormone systems (endocrine disrupting chemicals). Similarly, industrial chemicals and transboundary movements of hazardous and other wastes, including electronic waste (e-waste), require continued efforts. As the fastest growing waste stream in the world, estimated at 20-50 million tonnes per year<sup>19</sup>, e-waste<sup>20</sup> is becoming a major environmental challenge. Emerging data on the economic consequences emanating from the use and production of harmful chemicals and the effects on health, the environment, and development planning portrays very high effects and associated costs. There is a need for a new approach for minimizing risks

<sup>14</sup> (World Health Organisation, 2014)

<sup>15</sup> **Invalid source specified.** UNEP/EA.1/7

<sup>16</sup> **Invalid source specified.** Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal

<sup>17</sup> **Invalid source specified.** Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade

<sup>18</sup> **Invalid source specified.** Stockholm Convention on Persistent Organic Pollutants

<sup>19</sup> (Robinson, 2009)

<sup>20</sup> (Lundgren, 2012)



of novel technologies and chemicals<sup>21</sup> as also expressed in the UNEA resolution (1/5) on chemicals and waste.

Oceans are under significant threat such as overfishing, climate change and pollution<sup>22</sup>. Marine debris is found in all parts of the ocean and is damaging wildlife, fisheries and coastal economies, and is potentially presenting health risks when plastic is ingested by marine wildlife and seabirds, and harmful chemicals are transported through the food chain. Microplastics<sup>23</sup> are also increasingly used in a wide range of goods such as toothpastes and facial cleaners<sup>24</sup>. UNEP's Regional Seas Programme and the Global Programme of Action on the Protection of the Marine Environment from Land-Based Activities (GPA) are leading the response to the UNEA resolution (1/6) on marine plastic debris and microplastics<sup>25</sup>.

According to the Global Biodiversity Outlook 4<sup>26</sup>, pressures on biodiversity will continue to increase at least until 2020 and with that, the status of biodiversity will continue to decline. The degradation of freshwater and marine ecosystems will increasingly affect biodiversity<sup>27</sup> and the provision of important goods (such as food, water, fibre and fuel) and services (such as nutrient cycling, purification, flood and climate regulation) that sustain human existence and livelihoods<sup>28</sup>. GEO-5 and other key scientific reports indicate that unsustainable exploitation of resources compounded by climate change and pollution of the air, land and water, including habitat changes and the spread of invasive species, will result in substantial biodiversity loss. This will negatively affect the status and functioning of ecosystems as well as the provision of ecosystem services with subsequent impacts on food security and livelihoods and negatively affecting poverty reduction efforts. Examples are the collapse of fisheries, the alteration of hydrological cycles or the loss of species used for medicinal purposes. Meeting the Aichi Biodiversity targets will contribute to the broader global priorities addressed by the post-2015 development agenda; namely, reducing hunger and poverty, improving human health, and ensuring a sustainable supply of energy, food and clean water.

Illegal trade in wildlife has risen to crisis levels for some species, with close to 25,000 elephants killed in 2013 alone<sup>29</sup>. Increase in this transnational crime, which also comprises illegal logging and fishing, affects governance efforts and hinders socio-economic development. Illegal logging or poaching and its associated illegal trade, as well as corruption, are symptomatic of failures in natural resources governance and enforcement. Member States, through the Convention on International Trade and Endangered Species of Wild Fauna and Flora (CITES) and the UN Convention against Transnational Organised Crime, are increasingly partnering to eradicate this problem. In response, Member States in 2015 agreed on a UNEA resolution (1/3) to address illegal trade in wildlife and its adverse effects on ecosystems and livelihoods<sup>30</sup>.

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<sup>21</sup> (21 Issues for the 21st Century, 2011)

<sup>22</sup> refer to just published WWF study

<sup>23</sup> 'Microplastics' include plastic particles with an upper size limit of 5mm in diameter. Source: UNEP Year Book 2014, Emerging Issues in our Global Environment - (GPA published research on the impact of plastics in cosmetics in 2015)

<sup>24</sup> UNEP, 2015. Plastics in Cosmetics, in collaboration with the Institute for Environmental Studies, Vrije Universiteit Amsterdam.

<sup>25</sup> (UNEA/EA.1/6)

<sup>26</sup> Global Biodiversity Outlook 4 Summary and conclusions

<sup>27</sup> (UNEP Year Book, 2014)

<sup>28</sup> (Millennium Ecosystem Assessment , 2005)

<sup>29</sup> (UNEP Year Book, 2014)

<sup>30</sup> (UNEP/EA.1/3)

Whilst the above pertain to environmental risks, addressing these alone would not be sufficient for a healthy planet for healthier men, women and children. Increasing environmental resilience is also a must.

Protecting, restoring and promoting the sustainable use of terrestrial ecosystems, sustainably managing forests, combating desertification, addressing land degradation and halting biodiversity loss continue to be priority issues as highlighted by the Biodiversity Strategic Plan for 2011-2020<sup>31</sup>, Aichi Biodiversity Targets<sup>32</sup> as well as by the 10 Year Strategic Plan for the Implementation of United Nations Convention to Combat Desertification (UNCCD)<sup>33</sup>. Gender dimensions are key to understanding biodiversity conservation as a prerequisite for sustainable development and achievement of the objectives of the 2015-2020 Gender Plan of Action. Women and men in different ways contribute towards the conservation of biodiversity as key land and resource managers who are central to the success of biodiversity policy. Although women farmers currently account for 60-80 percent of all food production in developing countries, gender often remains overlooked in decision-making on access to and the use of land and biodiversity resources. Empowering women to participate as equals in decision-making related to information sharing and generation, education and training, and policy development will assist efforts in biodiversity conservation.

To effectively address environmental priorities at any level, from local to global, adequate and effective governance structures and normative and policy foundations are essential and can sustain progress. Aligning environmental governance structures and pursuing policy coherence to the challenges of global sustainability and integrating social, environmental and economic objectives in sustainable development policies, is highlighted as the number one issue for the 21<sup>st</sup> century, by a group of scientists organised by UNEP to identify key environmental challenges for this period<sup>34</sup>. At the United Nations Conference on Sustainable Development (Rio +20), countries acknowledged that “good governance and the rule of law, at the national and international levels, as well as an enabling environment, are essential for sustainable development”<sup>35</sup>. The importance of participation and involvement of major groups and stakeholders has been recognised, through Rio Principle 10, subsequent guidelines and resolutions,<sup>36</sup> as has the need to involve all institutions and actors in promoting environmental sustainability and combating violations of environmental law<sup>37</sup>. Effective implementation and compliance with MEA commitments will continue to be high on UNEP’s agenda during 2018-2021.

All of these issues have impacts on the environment with ripples through the social and economic dimensions of sustainable development. The environmental agenda is as much integrated within its own arena as it is across dimensions. Issues are interconnected thematically as well as across geographical areas. A summary of consultations that took place through regional environmental fora, through UNEP

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<sup>31</sup> (Biodiversity Strategic Plan for 2011-2020)

<sup>32</sup> (Aichi Biodiversity Targets)

<sup>33</sup> (10 Year Strategic Plan for the Implementation of United Nations Convention to Combat Desertification (UNCCD))

<sup>34</sup> (UNEP foresight process: 21 issues for the 21st century)

<sup>35</sup> (The Future We Want, 2012)

<sup>36</sup> See, for instance, the Bali Guidelines, on the development of national legislation on access to information, public participation and access to justice in environmental matters, adopted by the Governing Council at its ninth special session, and UNEA resolution I/13 on Implementation of Principle 10 of the Rio Declaration on Environment and Development.

<sup>37</sup> See, for instance, Governing Council Decision 27/9 on Advancing justice, governance and law for environmental sustainability.

regional offices and the outcomes of Regional Environmental Information Network conferences can be found in Appendix 1.

According to GEO-5, scientific evidence shows that Earth systems are being pushed towards their bio-physical limits, with evidence that these limits are close and have in some cases been exceeded. These include changes to the bio-geochemical cycles (especially nutrients such as nitrogen and phosphorus), biodiversity loss and climate change. The urgent need to address ecological and resource constraints, however, can be converted into innovations and opportunities. They can force new ways of thinking to create more with less and promote diversification. For example, in the Asia energy market, technological innovations are being adopted and scaled up as a result of policy innovations, combined with institutional change and innovative financing to provide renewable energy options to unserved populations<sup>38</sup>.

While different approaches can achieve sustainable development, the complex and interconnected nature of the three dimensions of sustainable development requires a shift to addressing social, economic and environmental dimensions in an integrated manner.

### Lessons learned

UNEP is a learning organisation and will continue to improve itself by identifying opportunities through a blend of internal and external reviews. Lessons learned and opportunities for improvement from previous MTS periods are defined below:

- **A 2030 vision provides a better planning horizon:** many outcomes from UNEP's support become visible after sustained engagement of ten or more years. However, UNEP must manage resources and report progress towards these results in a shorter-term programme of work (PoW) period. Combined with the providing support to the implementation of the 2030 Agenda, UNEP aims to focus on longer-term results by using an outcome map approach where the MTS sets out UNEP goals for 2030 as well as outcomes for each intervening MTS period.
- **Improved results based budgeting (RBB) facilitates better prioritisation:** The changing and increasingly complex operating context is creating new demands for the deployment of a planning and budgeting process that is agile and can enable better resource use. UNEP is now seeking to create a stronger linkage between inputs, output, and outcome level results in strengthening the budget and continue the journey toward RBB.
- **Better synchronised planning cycles will improve the speed of delivery:** Whilst sequential planning allows for the MTS and PoW to be clearly defined before a project portfolio can be confirmed, a tandem development will improve delivery speed. UNEP will develop its project portfolio in tandem to the MTS and PoW.

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<sup>38</sup> UNEA resolution 1/1

### 3. Vision 2030

UNEP's MTS for the period 2018-2021 aligns to Rio +20 and the 2030 Agenda by putting people at the centre of the environmental dimension of sustainable development with an emphasis on promoting human well-being and meeting the needs of present and future generations without degrading the environment and exceeding the regenerative capacity of the planet<sup>39</sup>. The 2018-21 period provides a stepping stone for UNEP to realise a 2030 vision, where UNEP aims to **reduce environmental risks** and **increase the resilience** of societies and the environment as a whole whilst responding to the challenges in the situation analysis. This will not only foster the environmental dimension of sustainable development, but also accrue benefits in the social and economic domains, leading to a **healthy planet for healthier people**.

#### Environment in sustainable development

UNEP's challenge in the 2030 Agenda is to address its complexity and ambition. UNEP will develop and enhance integrated approaches to show how improving the environmental dimension will also accrue benefits in other dimensions, as environmental sustainability is a necessary precondition for the economic and social dimensions of sustainable development.

For a truly integrated approach, the following is necessary: that environment underpins prosperity; that the state of the environment does not result in enormous social and economic costs; that all countries and all sectors of society stand to benefit including across generations. The 2030 Agenda and its SDGs present a strategic shift and a transformational challenge for UNEP. It offers a 15 year window of opportunity for UNEP to enable countries to sustainably use and protect the environment in ways that place them on a firm path towards sustainability.

Fully embedding the environment into sustainable development, points to three integrated and universal transformations. Firstly, economic and social development for all countries are increasingly a result of the sustainable use of natural resources, sustainable management of ecosystems and effective protection of the environment. UNEP's regular review of the state of the environment shows a reduction, over time of social and economic costs as a result of gradual improvements in environmental sustainability. Different sectors of society, particularly marginalised and vulnerable groups, increasingly gain in an economic and social context from the integration of environmental considerations into sustainable development.

Rio+20 recognised "green economy" as a pathway to achieving sustainable development and poverty eradication. Building on this, an inclusive green economy (IGE) is one that results in improved human well-being and social equity, while significantly increasing environmental resilience and reducing environmental risks and ecological scarcities<sup>40</sup>. While UNEP's focus is in the environmental dimension of sustainable development, through partnerships, IGE enables benefits to accrue in the social and economic dimensions. It does this by adopting a more inclusive approach and stabilising jobs that otherwise would have been lost, creating new jobs, providing livelihoods and reducing the risk of poverty. It goes beyond allocation and production aspects of the economy and also includes social aspects such as consumption and distribution. The approach proposes a more strategic allocation of resources to green sectors and the greening of brown sectors; more sustainable consumption; efficient,

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<sup>39</sup> (The Rio +20 outcome document The Future We Want, 2012)

<sup>40</sup> UNEP publication on an Inclusive Green Economy is under development.

cleaner and safer production; greater equity in the outcomes through public policies related to production and consumption decisions.

UNEP will use an IGE approach as the glue that binds the three dimensions of sustainable development for a better environmental outcome. IGE acknowledges the centrality of the environment to human well-being and explores the critical role of finance, technology, trade, and institutions to create the necessary conditions for addressing environmental and social challenges for sustainable development.

The drivers of reducing environmental degradation are largely in the realm of the political economy. This is where an IGE approach can, together with a range of enabling conditions, achieve environmental sustainability.

## ***4. Operating Principles***

### **UNEP Operating Principles**

Operating principles define the approach to achieving UNEP's 2030 vision. Like signposts, these six principles guide the way UNEP approaches its work and the choices it makes. The business model in section 7, presents how UNEP will coordinate and focus actions based on these principles.

Universal in application	UNEP recognises differences in national and regional circumstances, thus a ‘one size fits all’ approach will not work. UNEP aims to be <i>globally coherent and regionally responsive</i> by providing support to Member States upon request and building on existing and proposed international agreements and commitments and develop regionally adaptive solutions towards a common future
Synergy through strategic partnerships	The future of development cooperation will rest on the formation of issue-based coalitions and platforms that integrate multiple stakeholders, including from local governments, civil society and the private sector, into genuine partnerships for decision-making, strategic planning, service delivery, knowledge sharing, and collective monitoring and accountability at all levels – national, regional and global
Coherence and efficiency by Delivering as One at the country level	UNEP’s focus will be on creating coherence in the way the United Nations system integrates the environmental dimension of sustainable development to enable the UN system to implement normative guidance and environmental safeguards.
Strategic Regional Presence	A strengthened strategic regional presence will enable UNEP’s work towards global consensus and policy coherence on key issues relating to the environmental dimension of sustainable development, while tailoring work to the specific circumstances in regions and creatively pursue the specific opportunities and approaches that are available regionally. It will also enable UNEP to foster effective and relevant partnerships including through South-South and Triangular Cooperation and with the wider UN system at regional, sub-regional and country level through Delivering as One UN.
Greater integration of normative frameworks	UNEP has the responsibility to model good practice and drive the achievement of the UN system’s gender equality and other rights frameworks in its environmental-related activities, including assessments and analyses, norms, guidelines and methods. Simultaneously, UNEP will support UN entities to integrate the environment-related, normative frameworks in their respective thematic and/or functional areas. The Rio+20 outcome and the elaboration of the 2030 Agenda will provide unique opportunities to engage broadly and highlight the centrality of such normative frameworks in both the overall sustainable development agenda. Guided by its Policy and Strategy for Gender Equality and the Environment 2014-2017, UNEP will endeavour to proactively incorporate a gender lens in all its programmes and operations.
Results-based management	UNEP will continue to strengthen planning and delivery processes, based on progressive use of results- based management and strategic partnerships. UNEP will also build on lessons learned in previous MTS cycles, and strengthen the connections and synergies among subprogrammes through both internal arrangements for planning, delivery and budgeting and performance indicators. Where possible, sex- and age-disaggregated data will be collected to inform project design and monitor project progress and achievements. UNEP’s work in specific regions, sub-regions and countries will provide a particularly fertile terrain for ensuring coherence in the implementation of its planned results across subprogrammes.

## 5. Priority Areas

The situational analysis constitutes the basis for determining UNEP's strategic focus and priority areas for the 2018-2021 MTS. While priorities and trends differ from region to region, there are common issues across all regions that will align the organization to the same broad areas of focus as in the MTS 2014-2017, while making some refinements. These are:

- Climate change
- Resilience to disasters and conflicts
- Healthy and productive ecosystems
- Environmental governance
- Chemicals and waste
- Resource efficiency and sustainable consumption and production
- Environment under review

The proposed outcomes in the next section lay out how UNEP applies a long-term vision for each of these priority areas for a 2030 impact.

## 6. Proposed Outcomes

Environmental impact takes many years to achieve. Building on this lesson, UNEP is adopting a more results-focused, longer-term *outcome*<sup>41</sup> planning approach, aligned to the target date for the 2030 Agenda. Using *outcome maps*<sup>42</sup> the MTS outlines the logical chain of results to move from the current situation to UNEP's 2030 *goals*<sup>43</sup>. UNEP's methodology for achieving outcomes towards its 2030 goals will remain the same. The strengthening of our results-based approach and the connection between UNEP's programmatic outcomes will enable UNEP to chart the critical outcomes to support countries to achieve environmental sustainability. The outcome maps set the overall objective for each subprogramme, UNEP's 2030 goal, the logical progression of outcomes to achieve UNEP's 2030 goals and the outcomes to be achieved in the 2018-21 period.

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<sup>41</sup> *Outcomes* are the uptake, adoption or use of a UNEP intervention; observed as change of behaviour, attitude, condition, knowledge or skill. Negotiated and agreed outcomes become expected accomplishments.

<sup>42</sup> *Outcome maps* are a logical chain of outcomes that lead to a long term goal.

<sup>43</sup> *Goals* are the ultimate ambition to be realised, at the impact level, and can be represented by Sustainable Development Goals.

# Climate Change

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## Transition to **low-emission economic development, enhanced adaptation and resilience to change**

Goal: by 2030, countries vulnerability to the adverse impacts of climate change is reduced, there are reduced greenhouse gas (GHG) emissions and reduced emissions from deforestation and forest degradation.

To realise the 2030 vision, implementation of national adaptation plans; increased investments in renewable energy and energy efficiency improvement is required. In addition, there needs to be a reduction in deforestation, forest degradation and enhanced conservation of forests.

UNEP will work with countries to strengthen institutional and technical capacity in low-emission development planning, advance the National Adaptation Plans (NAPs) and implement the REDD+ initiative. Access to climate change finance including through the private sector will be supported across the subprogramme. In the area of mitigation and clean-energy, UNEP will support<sup>44</sup> countries to reduce energy intensity and demand as well as bring about a shift to renewable energy. This is line with the UN Secretary General's Sustainable Energy for All Initiative (SE4ALL) 2030 goal for doubling the share of renewable energy in the global energy mix and doubling the global rate of improving energy efficiency. UNEP will work with countries to address the impacts of climate change, reduce vulnerabilities and increase resilience. UNEP will continue to promote the ecosystem based adaptation (EbA) approach that is focused on strengthening the resilience of ecosystems in the face of climate change impacts. Evidence from EBA implementation shows that this approach reduces climate risk while providing co-benefits. In all these efforts, both women and men will be strongly engaged. All these efforts will contribute towards the achievement of the SDGs.

**UNEP will address the different elements of the climate action continuum, from science to policy, technology and finance, by focussing on the interface between these elements.** The ultimate impact of UNEP's work in mitigation, adaptation and REDD+ is towards supporting countries on a sustainable development pathway and improved human well-being. This is to be achieved through increased resilience of ecosystems, reduced GHG emissions and other pollutants and reduced emissions from deforestation and forest degradation. Knowledge networks and partnerships have been a cornerstone of UNEP's approach and will continue to be critical to deliver on transfer of knowledge and technologies.

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<sup>44</sup> Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.



## Climate Change Outcome Map

**Objective:** *To strengthen countries transition to low-emission economic development, and enhance their adaptation and resilience to climate change*



# Resilience to Disasters and Conflicts

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<p><b>Resilience and reduction</b> of impacts <b>Improved responses</b> to the environmental impacts of crisis Sustainable <b>post crisis recovery</b></p>
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Goal: by 2030, the threats to human health and livelihoods from the environmental causes and consequences of natural disasters, industrial accidents and conflicts will be significantly reduced.

To realise the 2030 vision, environmental risk reduction approaches are institutionalised in those countries that are most vulnerable to disasters and post crisis countries have robust environmental governance in place.

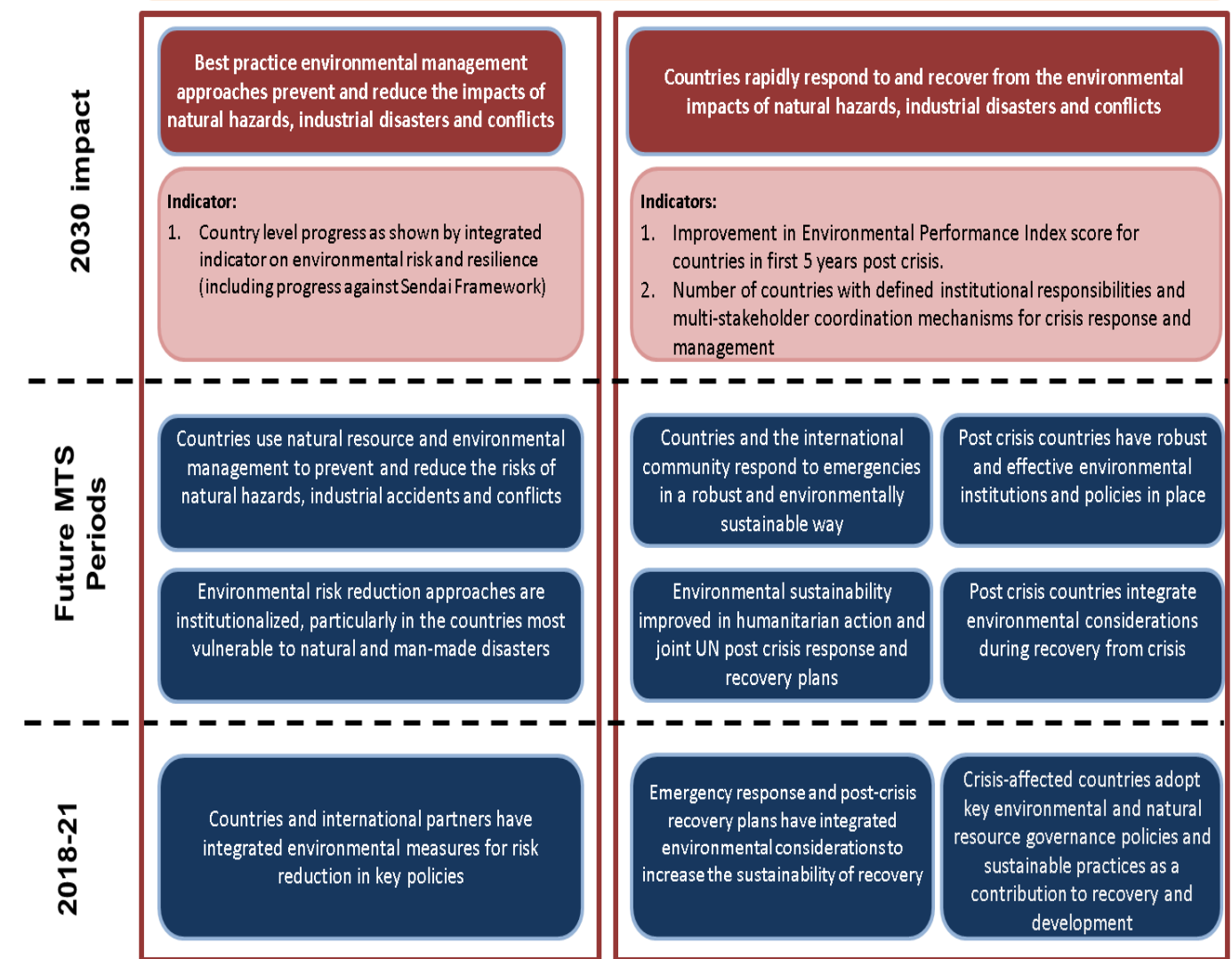
To realise this vision, UNEP's work will be organised around three results streams. The first will integrate best practice, environmental management approaches into the crisis prevention activities of countries and the international community. The second will work to improve the timeliness and quality of humanitarian responses to the environmental dimensions of natural disasters and conflicts. The third will support post-crisis recovery by promoting the sustainable use of natural resources and strengthening environmental governance.

UNEP will work in partnership with other organizations in the public and private sector to address these challenges by providing technical, science-based advice to demonstrate how preparedness and ecosystem management can contribute to conflict and disaster risk reduction, to assess environmental impacts on health, livelihoods and security, and to catalyse more effective and sustainable responses. This can positively influence international efforts to reduce the risks of conflict, natural disasters and industrial accidents, and help countries and communities recover from crisis.

The Sendai Framework for Disaster Risk Reduction (2015-2030) recognises that sustainable ecosystem management is an important mechanism to reduce risk from natural disasters and industrial accidents. UNEP will work in collaboration with other partners to implement the Sendai framework as well as to respond to the environmental dimensions of crisis through a Joint Environment Unit managed with the Office for the Coordination of Humanitarian Affairs.

## Resilience to Disasters and Conflicts Outcome Map

**Objective:** *To support countries to build resilience to the environmental causes and consequences of natural hazards, industrial disasters and conflicts*



# Healthy and productive ecosystems

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Integrated **management of** marine and terrestrial **ecosystems** which maintain and **restore the long-term functioning** of ecosystems and supply of ecosystem goods and services.

Goal: by 2030, healthier marine and terrestrial ecosystems will provide benefits, such as fertile soil, clean water, secure food production systems and natural beauty, supporting the well-being and of men, women and children.

To realise the 2030 goal, the subprogramme on healthy and productive ecosystems aligns the growing need for ecosystem goods and services, with biodiversity conservation and the long-term functioning of ecosystems, through improved knowledge, collaboration, monitoring and increased attention to the ecosystem related impacts of public and private investment decision-making.

UNEP will assist countries to institutionalise the ecosystem approach into education, monitoring, finance allocation and cross-sector and transboundary collaboration frameworks<sup>45</sup>. UNEP will also, support countries to enhance their understanding and monitoring of the functioning and the values of biodiversity and ecosystems, for example, through the integration of natural capital in measurements of progress on sustainable development. Cross-sector collaboration around ecosystem management will be supported to address key underlying causes and drivers for ecosystem degradation and allow safeguarding and re-building of ecosystems for a secured flow of services and goods.

UNEP will use its ground breaking working on the economics of natural capital and data on biodiversity and ecosystem services to support better decision-making on ecosystems and the expected accomplishments are closely linked to the goals and targets of the Strategic Plan for Biodiversity 2011-2020<sup>46</sup>, Aichi Biodiversity Targets and other ecosystem related MEAs<sup>47</sup>. UNEP's support to countries also builds on the recommendations of the Global Biodiversity Outlook 4<sup>48</sup>

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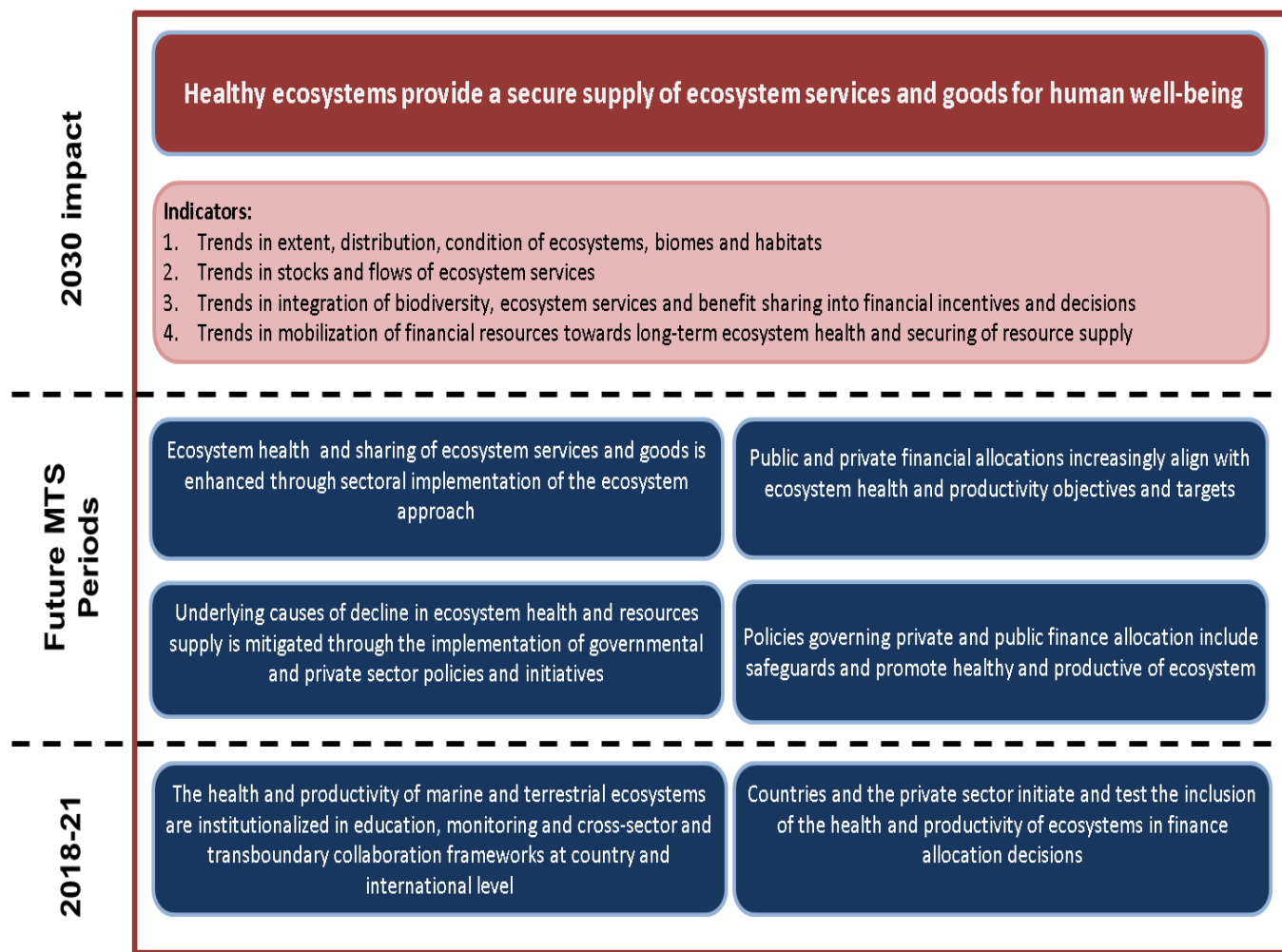
<sup>45</sup> Collaboration frameworks include regional seas, basin organizations, transfrontier conservation efforts and public, private and civil partnerships.

<sup>46</sup> (Strategic Plan for Biodiversity, 2010)

<sup>47</sup> CITES Strategic Vision 2008-2030, CMS Strategic Plan for Migratory Species 2015-2023, AEWA Strategic Plan 2009-2018, Ramsar Convention Strategic Plan 2016-2024, World Heritage Convention Vision for 2022 and of the goals and targets of other regional and sub-regional MEAs

## Healthy and Productive Ecosystem Outcome Map

**Objective:** *To support countries to manage marine and terrestrial ecosystems through an integrated approach to maintain and restore their long-term functioning and the supply of ecosystem services and goods*



# Environmental Governance

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**Environmental issues** are handled in an **effective, inclusive and sustainable manner** through integrated policy and effective norms and institutions at all levels of governance

Goal: by 2030, effective, inclusive and sustainable governance of human actions that affect the environment is achieved, through integrated policy and effective norms and institutions.

Effective environmental governance requires informed and coherent policy direction, adequate normative frameworks, effective institutions and the engagement of diverse stakeholders. It relies on strengthened science-policy linkages, supporting finance, adequate institutional capacities, and must be inspired by principles of good governance enshrined in the concept of rule of law.

To achieve the 2030 vision UNEP will promote common approaches for the international community, including MEAs. UNEP will strengthen policy, legal and institutional frameworks to respond to country and regional priorities. UNEP will deliver as one UN to support transformative change as part of the 2030 Agenda and continue with successful partnerships, including the Poverty-Environment Initiative.

UNEP's comparative advantage is based on its leading role in the UN systems on the environment and its role as a convener of political and consensus building fora at all levels of governance, including at regional and sub-regional levels, as well as a key player in inter-agency collaboration mechanisms<sup>49</sup>. UNEP's expertise in promoting the progressive development of environmental law and in promoting institutional strengthening at national level will be an asset in efforts to achieve internationally agreed environmental goals.

UNEP will promote the development and implementation of normative and institutional frameworks for addressing internationally agreed environmental goals, as part of the Montevideo Programme for the Development and Periodic Review of Environmental Law<sup>50</sup>. UNEP will also respond to emerging environmental issues, (e.g. illegal trade in wildlife).

MEAs and more broadly internationally agreed environmental goals provide the main framework for UNEP's work on environmental governance. Strong focus will be placed on SDGs that have a clear environmental dimension and on the environmentally relevant targets of SDGs 16 and 17. The subprogramme therefore draws upon and contributes to the implementation of all other subprogrammes, due to its cross-cutting and foundational nature.<sup>51</sup>

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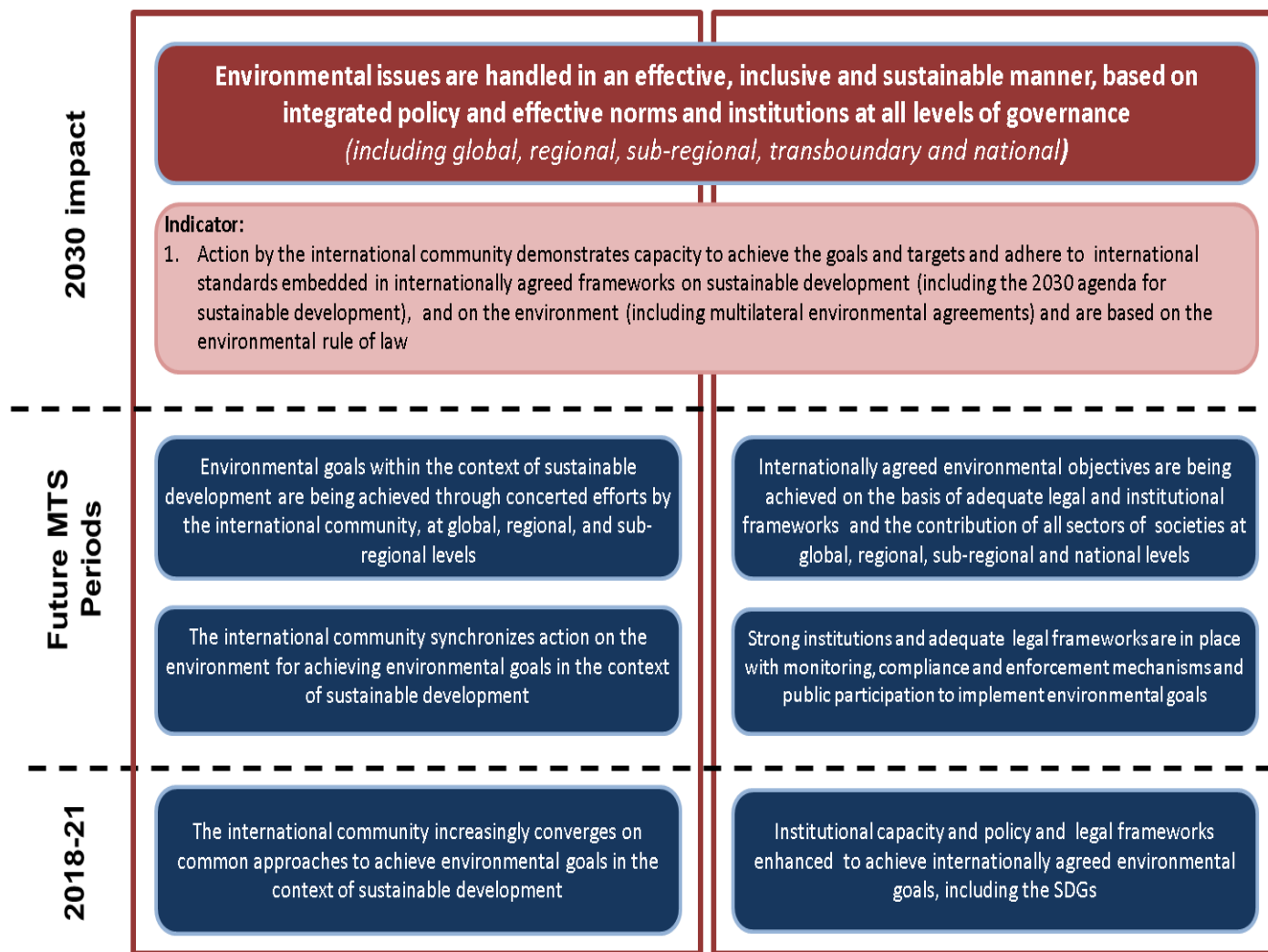
<sup>49</sup> Paragraph 89 of the Future We Want recognizes "the significant contributions to sustainable development made by the multilateral environmental agreements" and acknowledges the work already undertaken to "enhance synergies among the three conventions in the chemicals and waste cluster: and encourages parties to MEAs "to consider further measures, in these and other clusters, as appropriate, to promote policy coherence at all relevant levels, improve efficiency, reduce unnecessary overlap and duplication, and enhance coordination and cooperation among the multilateral environmental agreements, including the three Rio conventions, as well as with the United Nations system in the field".

<sup>50</sup> The Meeting of senior government officials expert in environmental law on the midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV) was held in Montevideo, on 7–11 September 2015.

<sup>51</sup> The main frameworks and commitments that shape the subprogramme include: UNEA and Governing Council resolutions, including on system-wide coherence, Air quality, Illegal wildlife trade, Principle 10, Rule of law; the Montevideo programme on environmental law and the strategic plans and goals and major resolutions/decisions of MEA governing bodies.

## Environmental Governance Outcome Map

**Objective:** *To strengthen environmental governance in the context of sustainable development*



# Chemicals and Waste

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Transition towards **sound management** of chemicals and waste in order to **significantly reduce** environmental and human health impacts

Goal: by 2030, the negative impacts from chemicals and waste on the environment and human health will be significantly reduced, contributing to a healthy planet for healthy people.

To realise the 2030 vision, the integration of sound management of chemicals and waste into national and sector-based legislation, policies, plans, budgets and strategies is required, along with knowledge and awareness of chemical hazards and risks, as well as promotion of green design. In addition, private sector adoption of best available techniques and best environmental practice for the sound management of chemicals and waste is necessary.

UNEP will adopt a lifecycle approach to chemicals and waste management, from production, storage and use, through to recycle and reuse. UNEP will ensure national laws, policies and plans are fully grounded in the best available science and technology, supporting countries in strengthening and mainstreaming their knowledge base—for instance, on endocrine disrupting chemicals (EDCs), heavy metals like mercury and lead, or specific waste management strategies—and help generate the necessary assessments, tools, methods and guidance. UNEP and partners will also support companies in developing and applying corporate policies and practices throughout the value chain, for the sound management of chemicals and waste.

To reduce the negative impacts of chemicals and waste UNEP will use a variety of approaches, mechanisms and tools including the Strategic Approach to International Chemicals Management (SAICM), conventions, assessments such as the global chemicals outlook, the global waste management outlook and coordination platforms and partnerships like the global alliance to eliminate lead paint and the global mercury partnership, among others.

The objectives of this subprogramme will be achieved in close coordination with the relevant chemicals and waste related MEAs and frameworks<sup>52</sup>. UNEP will continue to support the implementation of and better compliance with the Basel, Rotterdam, Stockholm and Vienna Conventions, the Montreal Protocol, the regional Bamako Convention, the Minamata Convention on Mercury, related targets of regional seas conventions and SAICM. The effective functioning of multi-stakeholder/sectoral coordination mechanisms and public-private partnerships for enhanced engagement are also essential to achieve the sound chemicals and waste management. Additionally, UNEP will strongly support the preparation of the post-2020 framework on chemicals and waste, beyond the 2020 goal adopted at the world summit on sustainable development in Johannesburg in 2002.

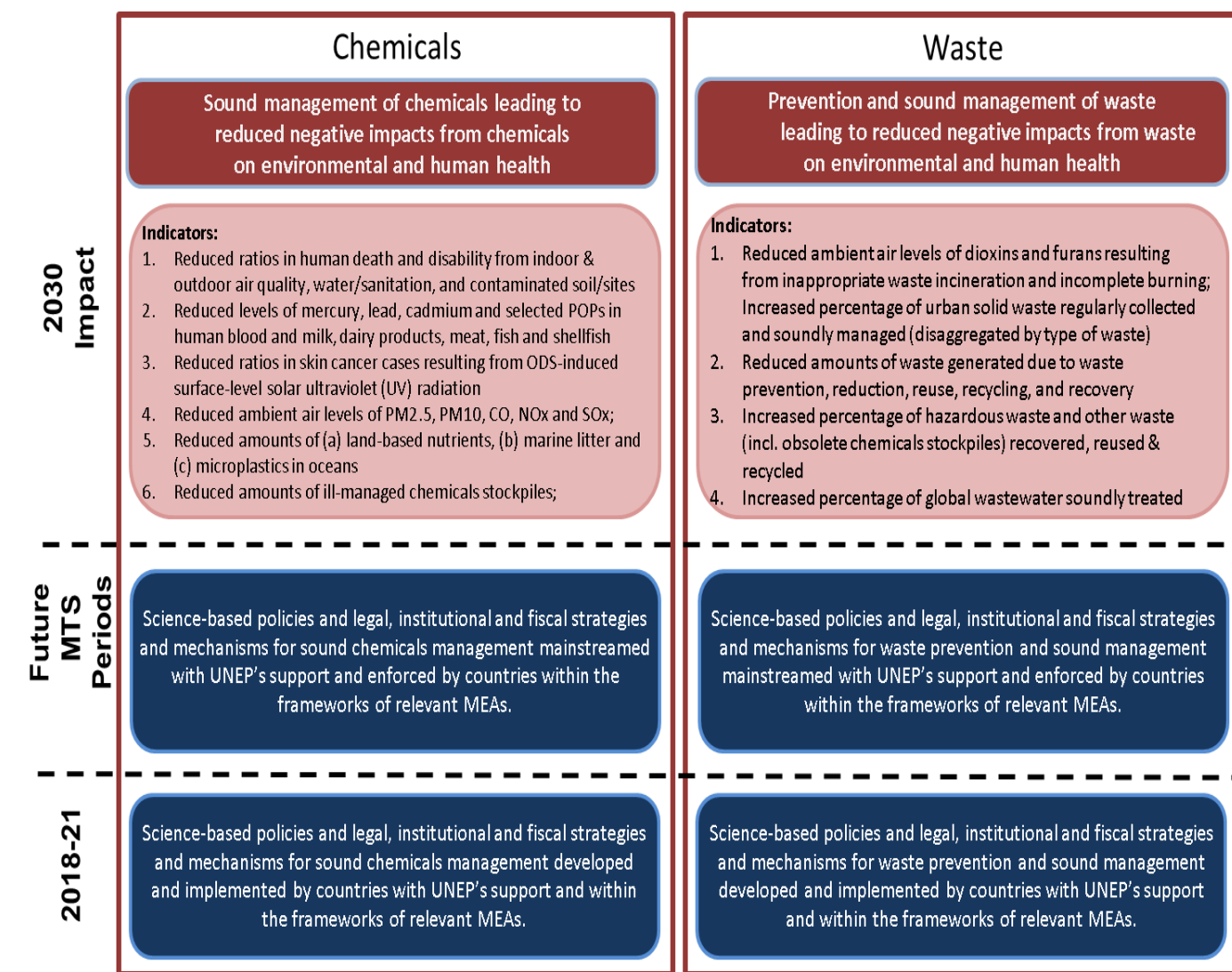
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<sup>52</sup> International commitments and frameworks include: The chemicals-related MEAs: Bamako, Basel, Minamata, Rotterdam, Stockholm, and Vienna Conventions, and related Protocols (e.g., Montreal). UNEA1 Resolutions 5, 6, 7, and 12 on chemicals, waste, air quality and marine litter, respectively and the 2020 goal for sound chemicals management adopted at the 2002 WSSD Conference in Johannesburg, as well as the 2005 Bali Strategic Plan for Technical Support and Capacity Building, and the 2006 established Strategic Approach for International Chemicals Management (SAICM).



## Chemicals and Waste Subprogramme Outcome Map

**Objective:** *To support countries' transition towards the sound management of chemicals and waste in order to minimize environmental and human health impacts*



# Resource Efficiency and Sustainable Consumption and Production

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Goods and services are produced, processed and consumed in a sustainable way that **decouples economic growth** from **escalating resource** use and environmental impact while **improving human well being**

Goal: by 2030, there is enhanced and sustained wealth for all, through circular and more efficient use of the planet's resources and sustainable and equitable consumption, where goods and services are produced and consumed in a way that decouples economic growth from escalating resource use and ecological impact.

To realise the 2030 vision, the implementation of science-based resource efficiency, IGE and Sustainable Consumption and Production policies and frameworks are required; supported by enhanced institutional capacity of public and private sectors to invest in Sustainable Consumption & Production. In addition, sustainable development can only become a reality if lifestyles and consumption patterns become increasingly sustainable.

UNEP will continue its work on normative aspects of green economy transition, knowledge generation and exchange, to strengthen the science policy linkages with respect to uptake of IGE<sup>53</sup> and Sustainable Consumption & Production (SCP) dimensions into global, regional, national and local planning, trade, economic and investment frameworks<sup>54</sup>.

UNEP will support countries with policy advice and capacity development across sectors and value chains, underpinned by life-cycle based approaches, public and private sectors, to channel investments into green sectors, adopt Sustainable Consumption & Production Patterns and disclose sustainable management practices. Through targeted engagement with the finance sector (banking, insurance and investors) UNEP will support the adoption of sustainable investment practices, decarbonisation of existing investments and the provision of finance for green technologies necessary to support the shift to sustainable consumption and production patterns.

UNEP will support countries to promote sustainable lifestyles and engage stakeholders across sectors through policy formulation, capacity development, outreach, information and awareness.

The subprogramme will use flagship programmes such as the International Resource Panel, The10-Year Framework Programme on Sustainable Consumption and Production Patterns (10YFP SCP), and the Partnership for Action on Green Economy (PAGE).

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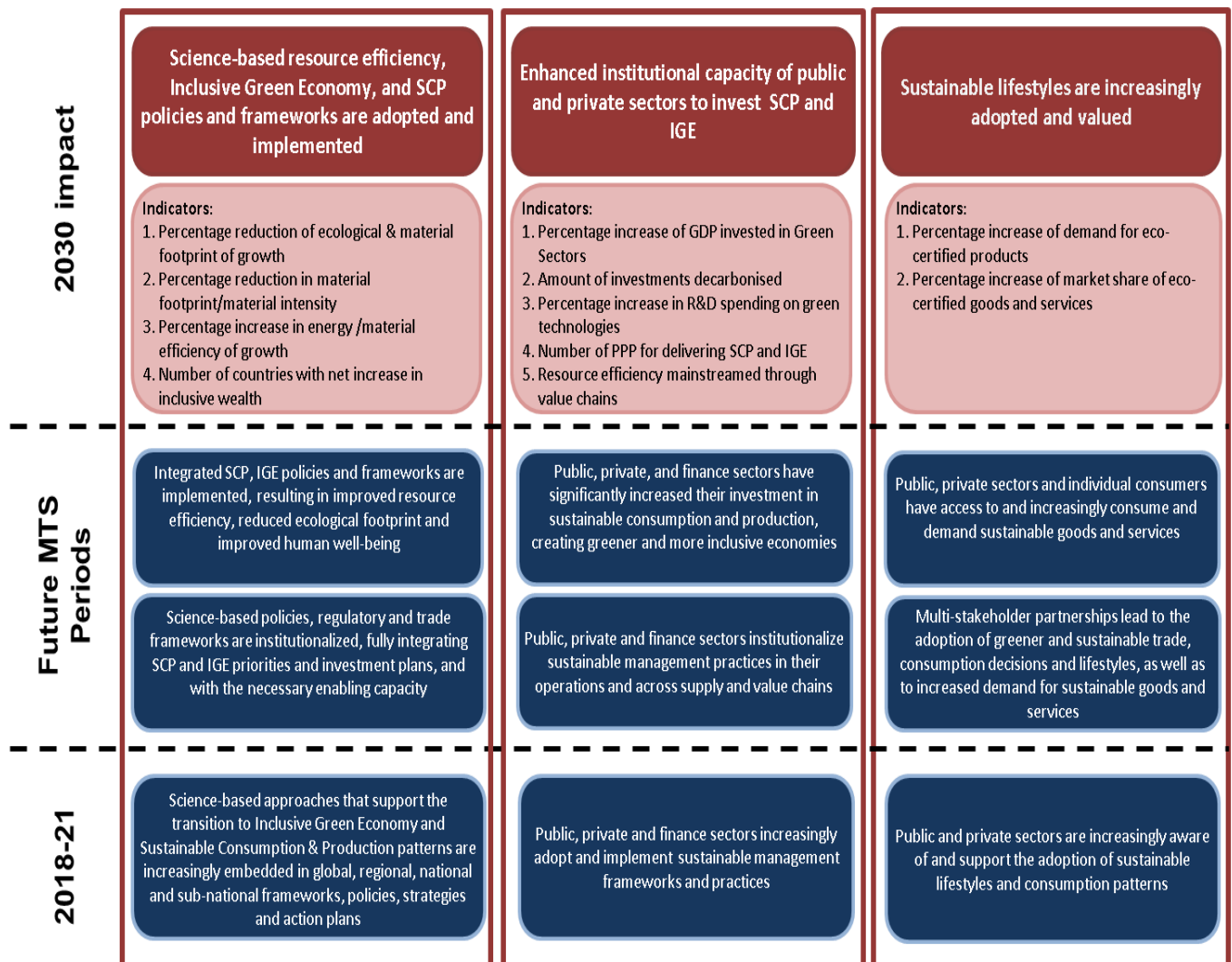
<sup>53</sup> UNEP defines a green economy as one “that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It is low carbon, resource efficient, and socially inclusive. In a green economy, growth in income and employment should be driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services” (UNEP 2011).

<sup>54</sup> (Sustainable Development (Rio+20), 2012) Reaffirmed that green economy and sustainable consumption and production are the cornerstones of sustainable development and provided a mandate for the implementation of 10 Year Framework Programme on Sustainable Consumption and Production Patterns.

## Outcome Map for Resource Efficiency and Sustainable Consumption and Production

### Resource Efficiency Subprogramme Outcome Map

**Objective:** *To promote and support the transition towards sustainable consumption and production, decoupling economic growth from unsustainable resource use and environmental impact while improving human well-being*



# Environment under Review

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**Empower** stakeholders through **open access** to relevant information that keeps the **environment under review**

Goal: by 2030, stakeholders are empowered through open access to quality environmental data and assessments to deliver the environmental dimension of sustainable development.

To realise the 2030 vision, keeping the environment under review remains at the core of UNEP's work - through environmental assessments, identification of emerging issues and early warning. Knowledge about the environmental dimension of sustainable development and key interactions with the social and economic dimensions will continue to inform policy making and stakeholder action across sectors.

The Global Environment Outlook process, supported by biennial Regional Environmental Information Network conferences and UNEP Live<sup>55</sup>, takes an integrated view, helps set the global environmental agenda and facilitates policy making that integrates environmental information across all sectors. This will support policy action in other subprogrammes, including enhancing resilience, decarbonizing economies, preserving ecosystem services and biodiversity, preventing and controlling air, water and soil pollution, and the sound management of chemicals and waste.

Building on existing strengths, UNEP will continue improving scientific robustness through wider participation in generating knowledge, methodological consistency in data gathering, internationally recognised processes for scientific peer review, and application of quality assurance procedures including designation of provenance, declaration of interests and minority views.

UNEP will develop networks of scientific experts and advisors, ensure open access to cited works and foster a broader connection with stakeholder communities and dialogue with expert groups to develop the evidence base for policy action. Communities of Practice linked to the assessment processes and SDGs are established to further strengthen the science policy interface and enhance policy and stakeholder action by contributing timely and accurate knowledge relevant to the environment.

Support to countries in the follow-up and review of SDGs and the 2030 Agenda and broadening the global partnership for building the evidence-base required to keep the environment under review, will be important drivers for delivering the work under this subprogramme. Tracking progress of the environmental dimension of the SDGs and other global environmental goals, commitments and framework requires adequate monitoring of data. This can be done through partnerships, with help of the SDG interface ontology<sup>56</sup>, by developing country capacity to strengthen national reporting systems and by making environmental information available at global regional and national scales through open online platforms, assessments and other knowledge products.

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<sup>55</sup> UNEP Live is a dynamic online platform for sharing contextualized data and knowledge to keep the environment under review. See more at: <http://uneplive.unep.org/>

<sup>56</sup> Ontologies identify in simple and precise terms, what the component entities in any area of interest are and how they relate to one another. This is done by creating a defined and logically-structured vocabulary comprising of classes and the relations between them.

## Subprogramme Environment under Review Outcome Map

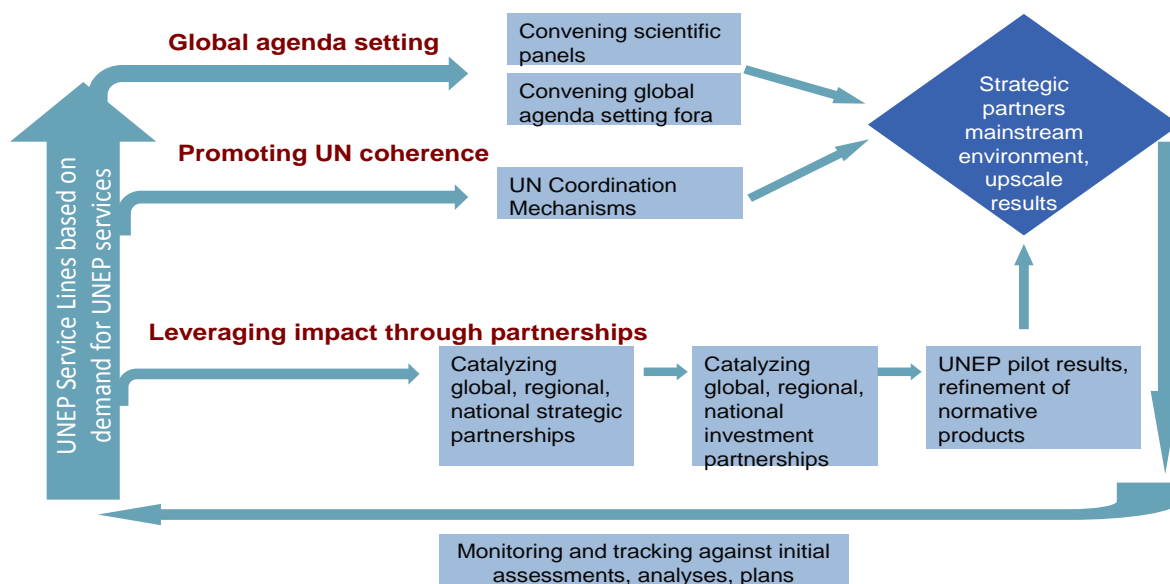
**Objective:** *To keep the global environment under review and empower stakeholders through open access information to deliver the environmental dimension of sustainable development*



## 7. UNEP's business model

UNEP's success will depend on the way it organises itself to achieve the outcomes in each of the subprogrammes. While the operating principles in section 4 define how UNEP will make choices, the business model (Figure 4) presents how UNEP will coordinate and focus actions to respond to environmental challenges and realise the 2030 vision.

Figure 3: UNEP's Business Model



UNEP will support governments and other UN agencies while leading efforts to achieve UN system-wide coherence on environmental issues and to leverage impact through partnerships. UNEP will also monitor and track these impacts to be able to identify change, adjust its business model, enhance its effectiveness and efficiency and communicate achievements and lessons learnt. These themes will run through all of UNEP's subprogrammes.

Through strategic partnerships, UNEP will catalyse transformative change and leverage impact in the environmental dimension of sustainable development and contribute towards the social and economic dimensions of sustainable development.

For example development banks, health organisations and others can build on UNEP's work to improve environmental sustainability to accrue benefits in the economic and social dimensions of sustainable development.

UNEP service lines, are a core element of the business model and focus the efforts of staff and partners to connect everyday activities in a coherent, consistent manner to implement the strategy. Built on strengths and comparative advantages that create value, the service lines will be central to delivering results in the 2018-2021 periods as a step towards 2030 impact

## UNEP service lines

Leveraging sound science for policy and decision-making	Providing technical assistance for strengthened environmental policies, norms and institutions
<ul style="list-style-type: none"> <li>• UNEP will continue to identify science for policy and decision-making to achieve the environmental dimension of sustainable development, integrating social, economic and development considerations to enable policy-relevant responses and responding to UNEA-1 resolution 4.</li> <li>• Bringing information from different stakeholders together in data gathering, analysis and assessment processes at the national, regional and global levels and improving scientific robustness through UNEP Live, GEO reports and other processes will remain at the core of the MTS.</li> <li>• UNEP will continue to:               <ol style="list-style-type: none"> <li>(1) provide policy relevant analyses;</li> <li>(2) facilitate science-policy dialogue, and</li> <li>(3) contribute to the science-policy interface through supporting agenda-setting.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• UNEP will provide technical guidance and support for environmental governance, developing laws and policies with coherence and its effective implementation. This is to ensure that countries have frameworks for environmental laws and institutions in place and also that environmental considerations underpin social, economic and development policy, an evolution from previous MTS periods.</li> <li>• Implementation and enforcement of such laws and policies, including those relating to the implementation of and compliance with the MEAs will better support environmental sustainability.</li> <li>• UNEP will also work with partners to advise on development of fiscal, economic and policy tools and frameworks that take the environment into account, facilitating innovative ways of enhancing finance for</li> </ul>

<b>Convening for change</b>	<b>Communication for environment</b>
<ul style="list-style-type: none"> <li>• UNEP will continue to support existing fora to share knowledge and best practice, facilitate technology transfer and identify innovative solutions to environmental challenges. UNEP, in partnership with UN entities will convene those responsible for social, economic and development policy, influence investment decisions and influence consumer choice. Such an expansion of the constituencies UNEP works with, especially in the economic and social arena will be a change from previous MTS periods. A key aim will be to empower the environment sector to mobilise these key constituencies with the support of UNEP's convening power. Canada: Such activity needs to be conducted within UNEP's mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance public advocacy, brand and digital engagement strategies to better inform, influence and mobilise a broad range of relevant stakeholders across sectors.</li> <li>• Enhancing the clarity and consistency of the organisation's voice will impact UNEP's capacity to gain and maintain public and policy attention within the strategic priority areas. The organisation is poised to leverage a growing (digital) audience and reach a significantly larger number of stakeholders than it presently does.</li> <li>• The organisation is increasingly committed to deliver results that require social mobilisation and behaviour and social change communication. By better exploiting digital platforms, by conceiving coherent, evidence-based communication strategies that effectively leverage partnerships and builds upon UNEP's network of influencers and prominent personalities, and by particularly strengthening spaces for conversation with and between youth and millennials, the organisation can scale up stakeholder engagement and better exploit communication's role in the organization's delivery chain.</li> </ul>



## *8. Monitoring and Evaluation of the Strategy*

A prominent feature of the MTS is its results-based orientation as captured in the evaluation plan. The plan proposes a combination of complementary evaluations at different levels examining different themes. Project evaluations aim to assess project performance and determine the outcomes stemming from projects. They identify lessons of operational relevance for future project design and implementation. Project evaluations also feed into the evaluation of subprogrammes, by focusing on the role and performance of UNEP in achieving the set of outcomes that are specified in a programme framework and presented in the PoW. Evaluation of expected accomplishments will be undertaken at the subprogramme level. Each subprogramme evaluation examines the achievement of results, relevance, effectiveness, efficiency and sustainability of the delivery of the subprogramme.

In addition, UNEP will conduct a formative evaluation of the design of the PoW at the start of each MTS. Formative evaluations are those that assess the causal relationships embedded in the projects within each Programme Framework to understand whether these projects are optimally linked to the EAs and the higher level results. Formative evaluations also help with the identification of performance measures and key 'impact drivers' for use by managers in project/programme implementation. The Evaluation Office will also selectively undertake evaluation of 'service lines' e.g. communications awareness-raising and outreach, or effective approaches for bridging the science-policy interface. The mid-point of the MTS, the end of the 2018-2019 biennium, is marked by a meta-evaluation of implementation progress in the form of the biennial evaluation synthesis report.

UNEP will conduct an overall evaluation of the MTS 2018-2021 at the end-point of the MTS period. Evaluation of the MTS will assess progress made towards the achievement of the higher level results specified in the strategy. The aim is to provide evaluative evidence on the effectiveness and efficiency of UNEP's implementation and delivery, identify challenges in MTS implementation and provide lessons and recommendations to guide the future strategic direction of the organization and improve programme formulation and implementation.

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## Appendix 1: Regional Analysis

The analysis below provides an overview of regional environmental priorities identified by countries through regional environmental fora and formed an important part of the package of consultations and reviews to develop the MTS. The analysis covers all regions except for North America where such a process was not conducted

### Priorities for Africa

Key regional needs and priorities for Africa are frequently expressed by the countries within the African Ministerial Conference on the Environment (AMCEN) flagship programmes that include, *inter alia*:

- 1) Sustainably managing and valuing the region's natural capital, while reconciling its wise stewardship with human development needs for the current population and that of future generations;
- 2) Strengthening institutional capacities for environmental management within the context of sustainable development and poverty eradication including support to a transition to green economy.
- 3) Enhancing mainstreaming of environmental sustainability including climate change into national development policies and programmes.
- 4) Building the capacities of countries, sub-regions and regional institutions to assess and monitor environmental trends and provide credible and up to date scientific information and facts on trends in ecosystems services, climate change and other related environmental matters
- 5) Strengthening coordinated implementation of national obligations and priorities including policies, laws, compliance with and implementation of MEAs.
- 6) Engaging regional, sub-regional and national partners in influencing decisions on environmental sustainability and linkages to economic growth and social development.
- 7) Support research and development for appropriate technologies to improve productivity and efficiency in the utilization of environmental resources and improving human well-being.
- 8) Engaging partners to support the mobilization of technical and financial resources for implementation of programmes, projects and strategic frameworks.
- 9) Adoption and implementation of the African common strategy on the illegal trade in wildlife.

Source:

- 1) *Cairo Declaration - 15th Ordinary Session of the AMCEN: "Managing Africa's Natural Capital for Sustainable Development and Poverty Eradication", 2 - 6 March 2015, Cairo Egypt.(Strategy Africa 2063)*
- 2) *Arusha Declaration: The 14th ordinary session of AMCEN: "Africa's post Rio+20 Strategy for Sustainable Development", 10 to 14 September 2012 in Arusha, Tanzania*

**Priorities for Asia Pacific**

- Address climate change and enhance resilience.
- Decouple economic growth from resource use and pollution and drive the development of Green and Blue economy pathways
- Maintain biodiversity and sustainable provision of ecosystem services  
Ensure ecological resilience in order to promote disaster risk reduction and sustainable development.
- Manage Chemicals and Waste, including e-waste and trans boundary issues.  
Promote control and prevention of air pollution, including trans boundary measures
- Support Integrated Approaches to Environment and Health
- Use the (SDGs) to mainstream environment in national planning agendas, align environmental governance structures and access financing and technology, so as to support countries in their efforts to prepare for the adoption, implementation and reporting on the SDGs.
- Support Science-Policy Linkages. Strengthen capacity and technology to gather, manage and assess data as a priority.

*Source: Chair's Summary, First Forum of Ministers and Environment Authorities of Asia Pacific, May 19-20<sup>th</sup>, Bangkok, Thailand*

**Priorities for Europe**

- Water: to meet growing needs of water consumption, whilst conserving freshwater ecosystems; to enhance the cooperation between farming, planning, energy and transport sectors to ensure that water is shared and managed within sustainable limits
- Chemicals And Waste: to manage chemicals and waste soundly including the implementation of related provisions in the MEAs; to promote chemical safety by providing policy advice, technical guidance and capacity building to economies in transition.
- Air Quality: to improve air quality and raise awareness of the health and air quality connection; EECCA countries to sign and ratify the CLRTAP protocols
- Resource Efficiency: to reduce the environmental impacts of producing, processing and using goods and services; to mainstream of resource efficiency aspects into sustainable development planning policies and regulatory frameworks.
- Climate Change: to improve energy efficiency and the use of renewable energy; to reduce vulnerability and strengthen resilience to climate change impacts through ecosystems based risk management
- Biodiversity And Ecosystems Management: to assess biodiversity and ecosystem values, and communicate these values in all forms of decision-making; to integrate biodiversity considerations into key economic and productive sectors, especially agriculture
- Cross-Cutting Priorities: environmental governance; conflict prevention and disaster risk reduction; science-policy interface; transboundary cooperation; communications.

*Sources: Informal regional consultation with the Member States' participants of the 66<sup>th</sup> session of the UN Economic Commission of Europe on 15 April 2015; EEA State of the Environment 2015; Regional visioning exercise with ROE staff*

**Priorities for Latin America and the Caribbean**

- Mitigation and adaptation to climate change impacts, socio-ecosystem resilience
- Green and blue economy including Sustainable Consumption and Production
- Sustainable and inclusive cities, air quality and waste management
- Sustainable management of biodiversity and ecosystem services, including forests
- Conservation of marine and coastal ecosystems
- Options to achieve greater policy coherence and enforcement
- Environmental governance, particularly the strengthening of laws and institutions to solve and avoid current and potential socio-environmental conflicts, and to facilitate access to information, public participation and environmental justice.
- Science policy interface
- Health and food security issues related to environmental change
- Investment in research and data collection and capacity gaps (to monitor and predict ecological thresholds and tipping points)
- Implementation of multi-scale early warning systems

*Sources: XIX Meeting of the Forum of Ministers of the Environment of Latin America and the Caribbean, Los Cabos, Mexico, 12 to 14 March 2014.*

**West Asia**

West Asia is comprised of 12 countries, but with two relatively distinct sub-regions - the Gulf Cooperation Council (GCC) countries, with economies based around fossil fuel extraction and the Mashreq where a more diversified economy prevails, with agriculture and services comprise a significant portion of the economy mainly in Jordan and Lebanon and lesser extent in Syria. Conflicts since 2011 have created the highest number of refugees in the world, with an estimated 9 million from Syria alone, in addition to years of occupation challenging sustainable development and adding to unprecedented rates of unemployment, especially among youth, and creating pressure on already strained natural resources.

The region represents 5% of the global population but receives less than 1% of its freshwater resources of which almost 75% is used for agriculture that contributes less than 8% of GDP. The demand for natural resources does not match the supply due to overexploitation, with the region being a net importer of food (mainly GCC) with fluctuations in oil prices, influencing the price of food and having direct impact on environment and allocation of financial resources for environment. This comes against a backdrop of subsidization of water, energy and food, leading to potential mismanagement and wastage. There is limited transboundary cooperation over natural resources and ecosystem, with issues such as sand and dust storms posing serious air quality and health threats, requiring cooperative solutions.

Climate change is a serious challenge to the region, with some countries at the top of the list of the world's most water scarce countries and a significant land area threatened by degradation and desertification. The region is also rapidly urbanising with much of this taking place in the coastal zone, making sea level rise as a result of climate change a real threat. 4 out of 12 countries have 100 per cent of their populations within 100 km of the coast.

<b>Priorities for West Asia</b>
<ul style="list-style-type: none"><li>• Peace, security and improved environmental governance, including institutions</li><li>• Enhance climate change adaptation and resilience, DRR and response, including on sand and dust storms.</li><li>• Efficient management of natural resources, and food-water-energy nexus</li><li>• Maintain biodiversity and sustainable provision of ecosystem services</li><li>• Protect and effectively manage coastal and marine resources</li><li>• Institute Sustainable Consumption and Production initiatives</li><li>• Sound management of Chemicals and Waste, including e-waste and transboundary issues.</li><li>• Promote control and prevention of air pollution, including transboundary measures</li><li>• Mainstream environment into national planning agendas and support to countries to transition to the Green Economy</li><li>• Develop evidence-based sustainable development policies, with clear monitoring and accountability through improved data and statistics</li><li>• Enhance equitable access to finance and technology and promote indigenisation of green technologies</li></ul>



*Source: UNEP/ROWA visioning process, Arab Forum on Sustainable Development outcome (the Bahrain Document) (5-7 May, Manama, Bahrain) and GEO-6 Regional Consultation (10-14 May 2015, Amman)*



## **Appendix 2: Regional priority issues, trends and emerging issues**

The issues reflected in Table 1 present the outcomes of the deliberations of six Regional Environmental Information Network (REIN) conferences facilitated by UNEP in early 2015. For each region, the issues and trends were identified through regional consultations held in preparation for GEO 6. The consultations were attended by senior government representatives, regional partners and independent scientific experts.

	<b>Priority issues and trends</b>	<b>Emerging issues</b>
<b>Africa</b>	<ul style="list-style-type: none"> <li>• Management of natural capital</li> <li>• Land use and management</li> <li>• Waste (pollutants)</li> <li>• Biodiversity</li> <li>• Air quality</li> <li>• Freshwater</li> <li>• Marine, coastal and oceans (blue economy)</li> <li>• Energy (renewable production and access)</li> <li>• Climate change(adaptation and mitigation)</li> <li>• Disasters</li> </ul>	<ul style="list-style-type: none"> <li>• Data revolution and knowledge economy</li> <li>• Changing demography</li> <li>• Industrialization (resource efficiency)</li> <li>• Climate change (diseases, wildlife migration)</li> <li>• Environmental governance</li> <li>• Consumer preferences (shifting values and norms)</li> <li>• Migration and conflicts</li> </ul>
<b>Asia Pacific</b>	<ul style="list-style-type: none"> <li>• Accelerated environmental degradation</li> <li>• Increased vulnerability to impacts of natural hazards and extreme events</li> <li>• Inefficiency in the use of resources</li> <li>• Increasing, environmentally related health risks</li> <li>• Changing demography and lifestyles, and access to basic services</li> <li>• Widening of gaps across the landscape of policies and legislation and their implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental governance</li> <li>• Disasters (preparedness, risk reduction)</li> <li>• Climate change (ocean acidification, migration)</li> <li>• Data revolution and the knowledge economy (drones, sensors for monitoring)</li> <li>• Natural capital valuation</li> <li>• Smart cities (noise, energy, water, green buildings)</li> <li>• Transport (decarbonized transport systems)</li> <li>• Transboundary issues (pollution, resource sharing)</li> <li>• Sustainable consumption and production linked to industrial processes and technologies</li> <li>• New pandemics and diseases</li> <li>• Sectoral changes; including shift towards inward investment sourcing, sharing economy and resource efficiency</li> </ul>

Europe	<ul style="list-style-type: none"> <li>• Breaching planetary limits</li> <li>• Climate change</li> <li>• Urbanization</li> <li>• Increased life expectancy</li> <li>• Food systems</li> <li>• Energy and transportation systems</li> <li>• Nano- and biotechnology</li> <li>• Air quality</li> <li>• Freshwater quality and quantity</li> <li>• Marine resources (access and designations)</li> <li>• Biodiversity (changing distribution)</li> <li>• Land (coastal squeeze, erosion, soil quality)</li> <li>• Biota (loss of species and invasive species)</li> <li>• Forest dynamics – land/water/biota nexus</li> <li>• Nanomaterial and nanoparticles</li> <li>• Electronic waste</li> <li>• Endocrine disruptors and emerging chemicals</li> </ul>	<ul style="list-style-type: none"> <li>• Green economy/circular economy</li> <li>• Technology transfer</li> <li>• Air quality</li> <li>• Climate change</li> <li>• Technological developments</li> <li>• Population growth</li> <li>• Increasing competition for resources</li> <li>• Geopolitical challenges</li> <li>• Changing regional energy markets and priorities</li> <li>• Changing land use and land ownership</li> <li>• Reduction in species, loss of genetic resources</li> <li>• Decline in soil fertility</li> <li>• Risk of epidemics, diseases and dangerous mutations</li> </ul>
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Latin America and the Caribbean	<ul style="list-style-type: none"> <li>• Mitigation and adaptation to climate change impacts, socio-ecosystem resilience</li> <li>• Green and blue economy</li> <li>• Sustainable Consumption and Production</li> <li>• Urbanization</li> <li>• Pollution and waste management</li> <li>• Loss and degradation of biodiversity and ecosystem services</li> <li>• Degradation of marine and coastal ecosystems, Integrated Coastal Zone Management (ICZM) and effects on economic activities such as tourism</li> <li>• Opportunities for transboundary cooperation</li> <li>• Options to achieve greater policy coherence and enforcement</li> <li>• Environmental governance issues and opportunities, particularly in relation to socio-environmental conflicts</li> <li>• Science-policy interface</li> <li>• Health and food security issues related to environmental change</li> <li>• Public expenditure in resilient infrastructure</li> <li>• Investment in research and data collection and capacity gaps (to monitor and predict ecological thresholds and tipping points)</li> <li>• Implementation of multi-scale early warning systems</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities from a greater participation of the private sector in the protection of the environment</li> <li>• Access to environmental information for the civil society</li> <li>• Emerging impacts from cumulative and synergistic effects of environmental change, including challenges to predict future scenarios</li> <li>• New approaches to socio-ecological systems and ecological economics</li> <li>• Fracking and other new oil industry technologies</li> <li>• Disasters</li> <li>• Downgrading of conservation policies</li> <li>• Emerging (zoonotic) diseases</li> </ul>
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West Asia	<ul style="list-style-type: none"> <li>• Peace, security, and the environment</li> <li>• Fresh water resources</li> <li>• Sustainable use of natural resources</li> <li>• Urbanization</li> <li>• Integrated waste management</li> <li>• Environment and health</li> <li>• Biodiversity</li> <li>• Environmental governance</li> <li>• Regional and international cooperation</li> <li>• Climate change (adaptation and mitigation)</li> <li>• Desertification</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable cities</li> <li>• Non-traditional wastes (e-waste, construction illegal dumping)</li> <li>• Green economy</li> <li>• Coastal erosion, coastal urbanization</li> <li>• Wars and conflict</li> <li>• Expansion of animal populations</li> <li>• Overexploitation of fish stocks</li> <li>• Poor capacity to respond to chemical and radiological accidents</li> <li>• Rapid increase in unsegregated household waste</li> <li>• Opportunities to use new technologies for monitoring and data sharing</li> <li>• Food safety threatened due to increased use of pesticides and unregulated chemicals</li> <li>• Shale gas extraction (fracking) and associated water use and pollution</li> </ul>
North America	<ul style="list-style-type: none"> <li>• Sustainable Consumption and Production</li> <li>• Effects of non-conventional oil and gas extraction</li> <li>• Reducing greenhouse gas emissions</li> <li>• Rapid change in the Arctic and the impacts on social ecological systems</li> <li>• Biophysical feedback in Arctic</li> <li>• Adaptation to climate extremes and coastal resilience</li> <li>• Habitat loss, fragmentation and degradation</li> <li>• Water security: freshwater scarcity, drought, contamination</li> <li>• Contaminants of emerging concern</li> <li>• Non-point source contamination by nutrients in freshwater and marine ecosystems, leading to eutrophication, hypoxia, acidification</li> <li>• Adaptive governance and inclusive, multi-scale, and multi-sectoral planning</li> <li>• Implementing natural capital accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Management of low-concentration compounds including pharmaceuticals, nanoparticles, new household products “down the drain chemicals”</li> <li>• Impacts of climate change and expanded Arctic industrialisation on Indigenous Peoples</li> <li>• Emerging opportunity to help address fragmentation through natural capital accounting and recognition of ecosystem services</li> <li>• Geoengineering</li> <li>• Advances in battery technology and the potential to boost renewables</li> <li>• NH<sub>3</sub> emissions increases</li> <li>• Emerging health concerns including antibiotic resistance, harmful algal blooms</li> <li>• Impacts of unconventional oil and gas extraction</li> <li>• Species redistribution from climate change linked to habitat loss and populations shifts</li> <li>• The need for distributed energy systems and the move towards re-municipalisation</li> <li>• Alternative metrics for GDP that include environmental health</li> <li>• Innovation in media for citizens to promote and produce knowledge to enable behavioural change</li> </ul>

### ***Appendix 3: Multilateral Environmental Agreements' strategies***

MEAs	Strategic documents	Link to the MEA website and to strategic document
<b>Biodiversity</b>		
Convention on Biological Diversity (CBD)	Strategic Plan for Biodiversity 2011-2020, including Aichi Biodiversity Targets	<a href="http://www.cbd.int/">http://www.cbd.int/</a> <a href="http://www.cbd.int/sp/">http://www.cbd.int/sp/</a> <a href="http://www.informea.org/treaties/cbd/">http://www.informea.org/treaties/cbd/</a>
Cartagena Protocol on Biological Safety	Strategic Plan for the Cartagena Protocol on Biosafety for the period 2011-2020	<a href="http://bch.cbd.int/protocol">http://bch.cbd.int/protocol</a> <a href="http://bch.cbd.int/protocol/issues/cpb_stplan.shtml">http://bch.cbd.int/protocol/issues/cpb_stplan.shtml</a>
Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization	No separate strategy Key issues taken into account <a href="http://www.cbd.int/abs/key-issues.shtml">http://www.cbd.int/abs/key-issues.shtml</a> Awareness raising strategy: <a href="https://www.cbd.int/doc/meetings/abs/icnp-01/official/icnp-01-05-en.pdf">https://www.cbd.int/doc/meetings/abs/icnp-01/official/icnp-01-05-en.pdf</a> Capacity building <a href="https://www.cbd.int/recommendation/icnp/?id=13089">https://www.cbd.int/recommendation/icnp/?id=13089</a> <a href="http://www.cbd.int/decision/cop/default.shtml?id=13162">http://www.cbd.int/decision/cop/default.shtml?id=13162</a>	<a href="http://www.cbd.int/abs/">http://www.cbd.int/abs/</a>
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	CITES Strategic Vision: 2008-2020	<a href="http://www.cites.org">www.cites.org</a> <a href="http://www.cites.org/eng/res/16/16-03.php">http://www.cites.org/eng/res/16/16-03.php</a> <a href="http://www.informea.org/treaties/cites/">http://www.informea.org/treaties/cites/</a>
Convention on the	Strategic Plan for Migratory Species 2015-2023	<a href="http://www.cms.int/">http://www.cms.int/</a>

Conservation of Migratory Species of Wild Animals (CMS)		<a href="http://www.informea.org/treaties/cms/">http://www.informea.org/treaties/cms/</a>
Agreement on the Conservation of African-Euroasian Migratory Waterbirds (AEWA)	Strategic Plan 2009 – 2017	<a href="http://www.unep-aewa.org/">http://www.unep-aewa.org/</a> <a href="http://www.unep-aewa.org/en/documents/strategic-plan">http://www.unep-aewa.org/en/documents/strategic-plan</a> <a href="http://www.informea.org/treaties/aewa/">http://www.informea.org/treaties/aewa/</a>
Agreement on the Conservation of Small Cetaceans of the Baltic., North East Atlantic, Irish and North Seas (ASCOBANS)	No separate strategic plan, applied overall CMS Strategic Plan for Migratory Species 2015-2023 Action plans covering individual species	<a href="http://www.ascobans.org/">http://www.ascobans.org/</a> <a href="http://www.ascobans.org/es/documents/action-plans">http://www.ascobans.org/es/documents/action-plans</a> <a href="http://www.informea.org/treaties/ascobans/">http://www.informea.org/treaties/ascobans/</a>
Agreement on the Conservation of Populations of European Bats (EUROBATS)	applied overall CMS Strategic Plan for Migratory Species 2015-2023 Implementation of the Conservation and Management Plan and Action Plan for EUROBATS (2015-2018)	<a href="http://www.eurobats.org/">http://www.eurobats.org/</a> <a href="http://www.informea.org/treaties/eurobats/">http://www.informea.org/treaties/eurobats/</a>
Agreement on the Conservation of Albatrosses and Petrels (ACAP)	applied overall CMS Strategic Plan for Migratory Species 2015-2023 ACAP Secretariat Work Programme for 2016-2018	<a href="http://www.acap.aq">http://www.acap.aq</a> <a href="http://www.cms.int/en/legalinstrument/acap">http://www.cms.int/en/legalinstrument/acap,</a>
Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and contiguous Atlantic area (ACCOBAMS)	applied overall CMS Strategic Plan for Migratory Species 2015-2023  ACCOBAMS Strategy for the period 2014-2025 and Action Plan	<a href="http://accobams.org/">http://accobams.org/</a>
Gorilla Agreement	Applied overall CMS Strategic Plan for Migratory Species 2015-2023 Regional action plans for gorillas protection	<a href="http://www.cms.int/en/legalinstrument/gorilla-agreement">http://www.cms.int/en/legalinstrument/gorilla-agreement</a>
Wadden Sea Seals	Applied overall CMS Strategic Plan for Migratory Species 2015-2023	<a href="http://www.waddensea-secretariat.org/trilateral-cooperation/common-wadden-sea-secretariat">http://www.waddensea-secretariat.org/trilateral-cooperation/common-wadden-sea-secretariat</a> <a href="http://www.waddensea-">http://www.waddensea-</a>

	Strategy 2014-2022	<a href="http://secretariat.org/sites/default/files/Meeting_Documents/Conference2014/council_declaration_final_5_feb_2014_incl_annexes_.pdf">secretariat.org/sites/default/files/Meeting_Documents/Conference2014/council_declaration_final_5_feb_2014_incl_annexes_.pdf</a>
International Treaty on Plant Genetic Resource for Food and Agriculture (Plant Treaty - ITPGRFA)	Strategic Plan for the Implementation of the Benefit-sharing Fund for the Funding Strategy  Multiyear Programme of Work	<a href="http://www.planttreaty.org/content/strategic-plan">http://www.planttreaty.org/content/strategic-plan</a>
Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention)	The Ramsar Strategic Plan 2016-2024	<a href="http://www.ramsar.org/">http://www.ramsar.org/</a> <a href="http://www.informea.org/treaties/ramsar/">http://www.informea.org/treaties/ramsar/</a>
Convention concerning Protection of the World Cultural and Natural Heritage (WHC – World Heritage Convention)	Strategic Action Plan for the Implementation of the World Heritage Convention 2012-2022	<a href="http://whc.unesco.org/en/convention/">http://whc.unesco.org/en/convention/</a> <a href="http://www.whc.unesco.org/globalstrategy">www.whc.unesco.org/globalstrategy</a> <a href="http://www.informea.org/treaties/whc/">http://www.informea.org/treaties/whc/</a>
United nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and /or Desertification, Particularly in Africa (UNCCD)	The Ten-Year Strategic Plan 2008-22018	<a href="http://www.unccd.int">http://www.unccd.int</a> <a href="http://www.unccd.int/Lists/SiteDocumentLibrary/10YearStrategy/Decision%20COP8%20adoption%20of%20The%20Strategy.pdf">http://www.unccd.int/Lists/SiteDocumentLibrary/10YearStrategy/Decision%20COP8%20adoption%20of%20The%20Strategy.pdf</a>
<b>Chemicals &amp; Waste</b>		
Minamata Convention on Mercury	Convention not yet in the force	<a href="http://www.mercuryconvention.org">http://www.mercuryconvention.org</a>
Basel Convention on the Control of Transboundary Movements of	The Strategic Framework for 2012-2021  Special Programme for Support Institutional Strengthening at the National Level for the Implementation of Basel, Rotterdam and	<a href="http://www.basel.int/">http://www.basel.int/</a> <a href="http://www.basel.int/TheConvention/StrategicPlan/NewStrategicFramework/tabid/1546/Default.aspx">http://www.basel.int/TheConvention/StrategicPlan/NewStrategicFramework/tabid/1546/Default.aspx</a> <a href="http://www.informea.org/treaties/basel/">http://www.informea.org/treaties/basel/</a>

Hazardous Wastes and Their Disposal (Basel Convention)	Stockholm Conventions	
Rotterdam Convention on the Prior Informed Consent Procedure for Certain hazardous Chemicals and Pesticides in International Trade (Rotterdam Convention)	Special Programme for Support Institutional Strengthening at the National Level for the Implementation of Basel, Rotterdam and Stockholm Conventions	<a href="http://www.pic.int/">http://www.pic.int/</a> <a href="http://www.informea.org/treaties/rotterdam/">http://www.informea.org/treaties/rotterdam/</a>
Stockholm Convention on Persistent Organic Pollutants (Stockholm Convention)	Special Programme for Support Institutional Strengthening at the National Level for the Implementation of Basel, Rotterdam and Stockholm Conventions	<a href="http://chm.pops.int">http://chm.pops.int</a> <a href="http://www.informea.org/treaties/stockholm/">http://www.informea.org/treaties/stockholm/</a>
<b>Climate &amp; Atmosphere</b>		
United Nations Framework Convention on Climate Change (UNFCCC)	Strategy Paper for long-term perspective	<a href="http://unfccc.int">http://unfccc.int</a> <a href="http://www.informea.org/treaties/unfccc/">http://www.informea.org/treaties/unfccc/</a>
Kyoto Protocol	Strategy for post-2012 Kyoto Protocol	<a href="http://unfccc.int/kyoto_protocol/items/2830.php">http://unfccc.int/kyoto_protocol/items/2830.php</a> <a href="http://www.informea.org/treaties/kyoto/">http://www.informea.org/treaties/kyoto/</a>
Vienna Convention for the Protection of the Ozone Layer (Vienna Convention)	Convention itself	<a href="http://ozone.unep.org">http://ozone.unep.org</a>
Montreal Protocol on Substances that Deplete the Ozone Layer (Montreal Protocol)	Protocol itself with Amendments	<a href="http://ozone.unep.org">http://ozone.unep.org</a>
<b>Seas and Oceans</b>		
Regional Seas	Regional seas action plans	<a href="http://www.unep.org/regionalseas/">http://www.unep.org/regionalseas/</a>  UNEP administered: <a href="#">Black Sea</a> , <a href="#">Wider Caribbean</a> , <a href="#">East Asian Seas</a> , <a href="#">Eastern Africa</a> ,



		<a href="#">South Asian Seas</a> , <a href="#">ROPME Sea Area</a> , <a href="#">Mediterranean</a> , <a href="#">North-East Pacific</a> , <a href="#">Northwest Pacific</a> , <a href="#">Red Sea and Gulf of Aden</a> , <a href="#">South-East Pacific</a> , <a href="#">Pacific</a> , and <a href="#">Western Africa</a> .  Partner programmes: <a href="#">Antarctic</a> , <a href="#">Arctic</a> , <a href="#">Baltic Sea</a> , <a href="#">Caspian Sea</a> and <a href="#">North-East Atlantic</a>
Abidjan Convention	2015-2016 Work Programme for the Implementation of the Abidjan Convention: <a href="http://cop11.abidjanconvention.org/media/documents/working/COP11.4%20-%20Draft%20PoW%202015-2016_Eng.pdf">http://cop11.abidjanconvention.org/media/documents/working/COP11.4%20-%20Draft%20PoW%202015-2016_Eng.pdf</a>	inforMEA: <a href="http://informea.org/treaties/abidjan">http://informea.org/treaties/abidjan</a> Website: <a href="http://abidjanconvention.org/">http://abidjanconvention.org/</a>
Barcelona Convention	Mediterranean Strategy for Sustainable Development: <a href="http://www.unepmap.org/index.php?module=content2&amp;catid=001017002001">http://www.unepmap.org/index.php?module=content2&amp;catid=001017002001</a>	inforMEA: <a href="http://informea.org/treaties/barcelona">http://informea.org/treaties/barcelona</a> Website: <a href="http://www.cep.unep.org/">http://www.cep.unep.org/</a>
Nairobi Convention	Work Programme for the Nairobi Convention 2013-2017: <a href="http://www.unep.org/NairobiConvention/docs/UNEP-DEPI-EAF-COP8-2015-3-en-Approved%20Work%20Programme%20for%202013-2017.pdf">http://www.unep.org/NairobiConvention/docs/UNEP-DEPI-EAF-COP8-2015-3-en-Approved%20Work%20Programme%20for%202013-2017.pdf</a>	inforMEA: <a href="http://informea.org/treaties/nairobi">http://informea.org/treaties/nairobi</a> Website: <a href="http://www.unep.org/nairobiconvention/">http://www.unep.org/nairobiconvention/</a>
Cartagena Convention	Work Plan for 2015-2016: <a href="http://www.cep.unep.org/meetings/2014/igm-16-cop-13/">http://www.cep.unep.org/meetings/2014/igm-16-cop-13/</a>	inforMEA: <a href="http://informea.org/treaties/cartagena-conv">http://informea.org/treaties/cartagena-conv</a> Website: <a href="http://www.unepmap.org/">http://www.unepmap.org/</a>
NOWPAP	The NOWPAP Medium-term Strategy, 2012-2017	<a href="http://www.nowpap.org/">http://www.nowpap.org/</a>
COBSEA	COBSEA World Plan for 2015 -2016:	<a href="http://www.cobsea.org/Events/Work%20Plan%20and%20Budget%20for%20COBSEA%202015-2016%20Biennium_new.pdf">http://www.cobsea.org/Events/Work%20Plan%20and%20Budget%20for%20COBSEA%202015-2016%20Biennium_new.pdf</a>