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**Budget and programme of work for the biennium
2014–2015 and the Environment Fund and other
budgetary matters**

DRAFT FOR DISCUSSION

DRAFT 22 October 2012

-WORK IN PROGRESS -

**Proposed biennial programme of work and budget for
2014–2015**

This document constitutes the programme of work and budget (PoW) for the biennium 2014-2015 following comments from the CPR. The introductory section includes overall budget requirements in accordance with the outcome of the UNCSD and the GA resolution 66/289. The draft PoW also includes sections on policy-making organs, executive direction and management, the subprogrammes, and programme support (the latter focuses on the deliverables relating to the operations strategy in the MTS). Areas that could receive GEF funding are also included, but without prejudicing the decisions to be taken by the GEF Assembly for the 6th GEF Phase (2014-2017) and its programming priorities. The subprogramme section includes objectives, Expected Accomplishments (EAs) and indicators, reflecting the outcomes of Rio+20 and recent comments from the CPR, outputs and a description of causal links between outputs and EAs in accordance with the formative evaluation and findings from other evaluation exercises. Indicator targets are included. Outputs in each subprogramme include which UNEP Division is accountable, which Divisions are likely to contribute and the overall geographic scope.

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Abbreviations

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AGEE	Advisory Group on Environmental Emergencies
CBD	UN Convention on Biological Diversity
CEB	UN Chief Executives Board for Coordination
CIEL	Centre for International Environmental Law
CPR	Committee of Permanent Representatives
DCPI	Division of Communications and Public Information
DELC	Division of Environmental Law and Conventions
DEPI	Division of Environmental Policy Implementation
DEWA	Division of Early Warning and Assessment
DFS	UN Department of Field Support
DPA	UN Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Division of Regional Cooperation
DTIE	Division of Technology, Industry and Economics
EA	Expected Accomplishment
EBA	Ecosystem-based adaptation
EMG	Environmental Management Group
FAO	Food and Agricultural Organization of the UN
GA	United Nations General Assembly
GC	UNEP Governing Council
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEO	Global Environment Outlook
GEOSS	Global Earth Observation System of Systems
GHG	Greenhouse gas
GMEF	Global Ministerial Environment Forum
GMGSF	Global Major Groups Stakeholder Forum
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
HLCM	High-level Committee on Management (of the UN)
HLCP	High-level Committee on Programmes (of the UN)
ICSU	International Council for Science
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IDLO	International Development Law Organization
INECE	International Network for Environmental Compliance and Enforcement
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
INTOSAI	International Organisation of Supreme Audit Institutions
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
ISDR	UN International Strategy for Disaster Reduction
IUCN	World Conservation Union
IWMI	International Water Management Institute
LDCF	Least Developed Countries Fund
MEAs	Multilateral Environmental Agreements
MTS	Medium-Term Strategy
OARE	Online Access to Research in the Environment
OCHA	Office for the Coordination of Humanitarian Affairs
OIOS	United Nations Office for Internal Oversight Services
OLA	UN Office of Legal Affairs
OSCE	Organization for Security and Cooperation in Europe
PAGE	Partnership for Action on Green Economy
PEDRR	Partnership on Environment and Disaster Risk Reduction
PEI	Poverty and Environment Initiative
PoW	Programme of Work and Budget
RCM	Regional Coordination Mechanism (of the UN)

REDD	Reducing Emissions from Deforestation and Forest Degradation
SAICM	Strategic Approach to International Chemicals Management
SCCF	Special Climate Change Fund
SCOPE	Scientific Committee on Problems of the Environment
SDG	Sustainable Development Goals
SLCP	Short-lived Climate Pollutants
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCSD	UN Conference on Sustainable Development
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNON	UN Office at Nairobi
UNSCEAR	United Nations Scientific Committee on the Effects of Atomic Radiation
WHO	World Health Organization
WMO	World Meteorological Organization
WWF	World Wide Fund for Nature

I. Introduction

1. The Executive Director of UNEP hereby submits the proposed programme of work and budget (PoW) for the biennium 2014–2015 to the Governing Council (GC), in accordance with financial rules 210.1–210.5 of the Environment Fund and General Assembly (GA) resolution 2997 (XXVII) of 15 December 1972, by which the Assembly established the [Governing Council GC](#), the Environment secretariat and the Environment Fund.

2. In accordance with section II of decision 40 (III) of 30 April 1975 and decision 19/25 of 7 February 1997, the [GC Governing Council](#)'s attention is drawn to the resources of the Environment Fund over which the Council has direct authority, as per [General Assembly GA](#) resolution 2997. To facilitate the Council's deliberations on the proposed allocation of Environment Fund resources, information is also presented on the allocation of trust funds and earmarked contributions, the support charge levied on these funds (known as "programme support costs") and the regular budget of the United Nations (UN). It also estimates the resources UNEP aims to secure from the Global Environment Facility (GEF) for support to countries and partners. The overall resource projections are provided in Section C below.

3. The proposed [programme of work and budget PoW](#) for the biennium 2014–2015 is guided by the medium-term strategy ([MTS](#)) for the period 2014–2017, as submitted to the [Governing Council GC](#). It is also based on the outcome of the UN Conference on Sustainable Development (UNCSD) in June 2012 as also stipulated by the Committee for Programme and Coordination at its fifty-second session.¹

4. In preparing the [medium-term strategy MTS](#) 2010-2013 and programmes of work and budget for the biennia 2010–2011 and 2012-2013, UNEP pioneered a matrix management approach to programme implementation.² This approach sought to harness the specialized sector expertise available in the six UNEP divisions to deliver cross-cutting subprogrammes. In making the UN's Secretariat's first formal attempt at matrix management, UNEP has strengthened its results focus and made better use of existing resources. It has done so through improved coordination and the elimination of duplication, overlap and the "silo mentality", or tendency of staff members to work in isolation from one another, characteristic of subprogramme-specific divisions. While this approach is maintained and strengthened for the biennium 2014-2015, lessons learned from its implementation can be found in section B below and have been key in the design of the [programme of work and budget PoW](#) for the biennium 2014-2015.

5. The lessons learned are informed from findings from several internal and external monitoring and evaluation exercises conducted between 2010 and 2012, which require a deepening of results-based management at the planning stage. For instance, in strengthening the foundation for results-based management, the causal relationship between outputs, expected accomplishments and objectives is set out for each subprogramme (Section V). The aim is to ensure that all UNEP's efforts are geared towards achieving the planned outcomes as embodied in the expected accomplishments. The expected accomplishments (or 'planned outcomes') are designed at a level where UNEP's products and services are more easily attributable. Indicators of achievement are designed to measure with more accuracy whether the expected accomplishments are achieved.

6. Expected accomplishments and indicators of achievement for elements relating to *executive direction and management* and *programme support* (Sections IV and VI) are clearly aligned with the business strategy in the [medium-term strategy MTS](#) 2014-2017. They have been designed to strengthen the indicators to assess whether UNEP will have successfully implemented its business strategy from the [MTS medium-term strategy](#).³

1 E/AC.52/2012/L.4/Add. (Prog. 11).

2 UNEP/GC.25/12.

3 UNEP/GC.25/12/Add.1, A/64/7.

A. Overall orientation

7. The United Nations Environment Programme is the subsidiary organ of the GAUN General Assembly responsible for leading and coordinating action on environmental matters⁴. UNEP's core objective over the period 2014-2017 is to catalyze a transition towards a low carbon, low-emission, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks. The ultimate goal is to contribute to the well-being of current and future generations and the attainment of global environmental goals.55555

8. UNEP's strategy to achieve its objective is to play a leadership role in the UN system and beyond on environmental matters, reflecting the UN General Assembly's GA resolution 66/288 of July 2012⁵. Promoting coherence in the UN system in addressing environmental matters is therefore a main plank of UNEP's programme of workPoW to ensure a coordinated approach across the UN system to reduce fragmentation and increase efficiency and effectiveness. UNEP will strengthen its leadership in key UN coordination bodies and will lead efforts to formulate UN system-wide strategies on the environment at country, regional and global levels to maximize the potential for environmentally sound development, unlocking the additional value of the UN system. The strategy is to invest in partnerships, driven by quality not numbers, particularly within the UN system to transition societies towards low carbon and low emission, resource-efficient and equitable development that is based on the protection and sustainable use of ecosystem services and the reduction of environmental risks.

9. UNEP will also continue to strengthen its use of other strategic partnerships with governmental institutions and major groups to catalyze transformational change and leverage impact that would be significantly larger than operating on its own. As the UNCSD affirmed, strengthening partnerships must include major groups as a key contributor to the implementation of environmental commitments and in engaging relevant stakeholders in new mechanisms to promote transparency based on best practices and models from relevant multilateral institutions. UNEP will ensure that all Major Groups whose actions affect, or are affected by, an environmental issue at stake are engaged through their relevant global, regional or national networks. UNEP will thus ensure that throughout its programme of workPoW, actions to upscale the use of norms, methods and tools takes on board the potential of Major Groups who are best placed to work with UNEP and its sister UN agencies. In this context, UNEP will also redefine and strengthen its relations with UNEP National Committees, which currently exist in 36 countries with a view to make best use of them in reaching out to the national level and in ensuring that UNEP's services and products are accessible to the public.

10. The UNCSD also invited the GA General Assembly, at its sixty-seventh session, to adopt a resolution strengthening and upgrading UNEP in number of different ways. This was endorsed by the GA itself through resolution 66/288. At the heart of UNEP's strategy is the embedding of objectives of greater efficiency, transparency and the use of performance information for improved management decision-making throughout UNEP's operations. UNEP will take into account the comprehensive policy review on the UN's effectiveness, efficiency, coherence and impact on development in developing countries in line with the spirit of the discussions underway for the UN quadrennial review. UNEP will pay particular attention to ways in which it can leverage further impact through development cooperation and country-level modalities of the UN system.

11. Capacity building and technology support to countries underpins the delivery of all UNEP's support to countries in the programme of workPoWk. The programme also embeds the integration of gender and other environment and social safeguards throughout the programme to take into account the UNCSD's emphasis of social equity issues as an important factor in UNEP's efforts towards environmental sustainability. In implementing Governing CouncilGC decision 23/11 on gender equality

⁴ The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). UNEP's Governing Council further clarified the role and mandate of UNEP in its decision 19/1, titled the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the General Assembly subsequently endorsed in the annex to its resolution S/19-2, resolution 53/242 and 66/288 in 2012

⁵ The resolution endorsed the UNCSD outcome document, including elements of direct relevance to UNEP.

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in the field of the environment, UNEP will continue to ensure integration of perspectives in its [PoW programme of work](#).

12. Green economy in the context of sustainable development and poverty eradication is one of the important tools for achieving sustainable development for which UNEP will provide support to countries as a main pillar underpinning its [PoW programme of work](#). UNEP will in particular strengthen its cooperation with ILO with regard to related opportunities for decent green employment. Work will also be undertaken to contribute to the UN system's efforts to address the need for broader measures of progress to complement GDP in order to better inform policy decisions.

13. UNEP will deliver its work within 7 priority areas for the biennium 2014-2015⁶:

- climate change,
- disasters and conflicts,
- ecosystem management,
- environmental governance,
- chemicals and waste,
- resource efficiency, and
- environment under review.

14. Over the period 2010-2013 of the current [medium-term strategy MTS](#). UNEP carried out the work that enables the overall review of the environment and emerging issues as well as access to information (principle 10 of Agenda 21) as one expected accomplishment under the Environmental Governance subprogramme. This work has now been moved to a new dedicated subprogramme. It responds to the outcome of the UNCSD, which emphasized the role of science, the use of information for decision-making, the raising of public awareness on critical environmental issues, strengthening the science-policy interface building on assessments, the engagement of civil society and other stakeholders, and assessing progress in the implementation of all sustainable development commitments. The subprogramme enables greater visibility to UNEP's key stakeholders both internally within the UN system and externally, of the results of UNEP's keeping the global state of the environment under review.

15. Work under this and other subprogrammes and products such as the Global Environment Outlook (GEO), will provide important expertise and knowledge, for example on the internationally agreed goals in GEO-5, in the process to develop sustainable development goals (SDGs) identified in the outcome of UNCSD. It will, for example require information on indicators, data, regular reporting on environment and on sustainable development, including mechanisms and strategies to advance the integration of the three dimensions of sustainable development.

16. *Climate change*. Within the framework of the UN's approach to climate change, UNEP will work with partners—including the private sector—to (a) build the resilience of countries to climate change through ecosystem-based approaches and other supporting adaptation approaches; (b) promote the transfer and use of energy efficiency and renewable energy technologies for low emission development; and (c) support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. The implementation of national and subnational energy policies, support for low emission development, cleaner energy technologies, public mass transportation systems, clean fuels and vehicles, adaptation to climate change and forests were key areas of work cited by UNCSD needing attention. UNEP will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; undertaking pilot interventions; and promoting the integration of these approaches through national development; fostering climate change outreach and awareness raising; knowledge sharing through climate change networks; and supporting the UNFCCC process and the implementation of commitments under both the UNFCCC and the CBD.

17. *Disasters and conflicts*. As a part of UN system-wide strategies for disaster risk reduction and preparedness, conflict prevention, post-disaster and post-conflict response, recovery and peacebuilding,

⁶ The UNEP Governing Council in its decision 26/9, requested UNEP to prepare for adoption in 2013, a Medium-Term Strategy for the period 2014-2017 to guide the organization's work with Governments, partners and other stakeholders

UNEP will play an important role in building national capacity to use sustainable natural resource and environmental management to a) reduce the risk of disasters and conflicts, and b) support sustainable recovery from disasters and conflicts, especially given that the UNCSO reiterated the need for supporting countries in disaster risk reduction and resilience. UNEP will achieve this by providing environmental risk and impact assessments, policy guidance, institutional support, training and mediation services, and by piloting new approaches to natural resource management. In doing so, UNEP will seek to catalyze action and up-scaling by partners working with countries on risk reduction, relief and recovery, including UN humanitarian and peacekeeping operations, as requested in UNEP [Governing Council GC Decision 26/15](#). UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes.

18. *Ecosystem management.* With a view to addressing the challenge of food security and water, UNEP will seek to promote proper management of biodiversity, particularly ecosystems, and in turn, enable integrated, cross-sectoral approaches to improve the resilience and productivity of interdependent landscapes and their associated ecosystems and species. UNEP will therefore a) promote integrated land and water management approaches that help strengthen the resilience and productivity of terrestrial and aquatic systems thereby maintaining natural ecological processes that support food production systems and maintain water quantity and quality b) promote the management of coasts and marine systems to ensure ecosystem services are maintained; and c) help strengthen the enabling environment for ecosystems, including transboundary ones, at the request of all concerned countries. The aim in this subprogramme is to enable countries sustain ecosystem services for human well-being and biodiversity. This work will be done in consultation with the biodiversity related MEAs and will include support to countries in creating the enabling environment for the implementation of biodiversity-related MEAs, paying particular attention to the Aichi biodiversity targets. The work under this subprogramme will also include support to countries using data from the valuation of ecosystem services in mainstreaming ecosystem services in development planning and decision-making.

19. *Environmental governance.* This subprogramme responds directly to the decision on international environmental governance arising from the UNCSO and affirmed in GA resolution 66/288. UNEP will therefore aim to ensure coherence and synergy in environmental governance in collaboration with other UN agencies by (a) providing support to the UN system and MEAs, taking advantage of UN coordination mechanisms to increase coordination of actions on environmental policies and programmes within the UN system and MEAs; (b) helping countries to strengthen their environmental institutions and laws and implement their national environmental policies upon their request and (c) helping to increase the integration of environmental sustainability in national and regional policies and plans, based on demand from countries. A key area of work will include support to countries in developing and eventually reporting on the environmental aspects of [sustainable development goals SDGs](#) as recommended by the UNCSO. UNEP will strengthen the science-policy interface in carrying out this work. In addition, UNEP will work towards facilitating increased participation of stakeholders in environmental decision-making processes, and access to justice along the lines of Principle 10 and other relevant principles of the Rio Declaration.

20. *Chemicals and waste.* As a part of system-wide efforts by the UN and in close collaboration with the chemical related MEAs, UNEP will work to lessen the environmental and human health impacts of chemicals and waste. UNEP will, in response to the outcome of UNCSO, enhance work to support countries to increase their capacities for the sound management of chemicals and waste, including e-waste, to help countries achieve by 2020, sound management of chemicals throughout their life cycle. UNEP will do so by: a) helping countries improve the regulatory and institutional framework for the sound management of chemicals. This will include servicing and strengthening the Strategic Approach to International Chemicals Management (SAICM) process adopted in Dubai in 2006 and supporting the development of MEAs on chemicals and waste, including the establishment of an international legally binding instrument on mercury as well as efforts to enhance cooperation and coordination in the cluster of chemicals and waste related MEAs at national level; and b) keeping under review the trends in the production, use and release of chemicals and waste, promoting and catalysing implementation of their sound management, including through multi-stakeholder partnerships.

21. *Resource efficiency.* UNEP will promote government policy reform, changes in private sector management practices, and increased consumer awareness as means to reduce the impact of economic growth on resource depletion and environmental degradation. UNEP will work with its network of partners to: (a) strengthen the scientific basis for decision-making, and support Governments, cities and other local authorities and the private sector on designing and implementing tools and policies to increase resource efficiency, including sustainable consumption and production and green economy in the context of sustainable development and poverty eradication; (b) promote the application of life-cycle and environmental management approaches, to improve resource efficiency in sectoral policy-making and in business and financial operations along global value chains, using public-private partnerships as a key delivery mechanism; and (c) promote the adoption of consumption-related policies and tools by public institutions and private organizations, and increase consumer awareness of more sustainable lifestyles. The UNCSD outcome emphasized increasing efficiency in the food supply chain as well as corporate sustainability reporting, which are both covered in this subprogramme. Following adoption at UNCSD of the 10-year framework of programmes on sustainable consumption and production, UNEP will prioritize its support to this work. In response to the outcome of UNCSD, UNEP will also contribute to improving the understanding of the opportunities and challenges as well as costs and benefits of green economy policies in the context of sustainable development and poverty eradication. It will support countries willing to engage in such a transition to design the appropriate policy-mix and share experiences, best practices and knowledge. UNEP will provide guidance and support to interested stakeholders, including business and industry and other major groups, to develop green economy strategies that are supportive of national and sectoral policies [in the context of sustainable development and poverty eradication](#).

22. *Environment under review.* Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policy-makers and the general public is one of UNEP's core mandates. Bringing together critical work that was previously embedded in [the Environmental Governance subprogramme, other subprogrammes](#), this new subprogramme will aim to enhance integrated assessment, interpretation and coherence of environmental, economic and social information to assess the environment, identify emerging issues, and contribute data to track progress towards environmental sustainability, including targets such as the Aichi biodiversity targets, to facilitate global policy-making. The global environmental goals used in GEO-5 will continue to serve as a basis for assessing the state of the environment. UNEP will work to support capacity building efforts in developing countries that commit to environmental monitoring and commit to post environmental data and information on public platforms in line with Principle 10 of the Rio Declaration. Furthermore, UNEP will work towards increased participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information, in accordance with the outcome of UNCSD. UNEP will make increased efforts to make available its official documents in all UN languages.

23. Given the interdisciplinary nature of each subprogramme, UNEP's efforts in every subprogramme will be executed in close collaboration with all UNEP Divisions. In particular, for activities at the national, sub-regional and regional levels, UNEP's Regional Offices will play a prominent role in coordinating UNEP delivery of the [PoW programme of work](#) at regional and country levels, working to establish and strengthen partnerships with other actors in the field to leverage impact and upscale efforts. While each of the UNEP subprogrammes is presented separately, the organization's objectives will be met by ensuring that the synergies between the subprogrammes are harnessed in a way that leverages the best possible impact. For instance, the principles and approaches underpinning subprogrammes such as Ecosystem Management and Climate Change will inform the work conducted under Disasters and Conflicts, in order to ensure that relevant tools and approaches developed within those subprogrammes are applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek synergies with its work on marine systems under Ecosystem Management and its work on land-based sources of pollution handled under Chemicals and Waste. UNEP's work under Resource Efficiency will contribute through efficiency and decoupling to energy efficiency work under Climate Change, to Ecosystems Management by inducing less use of natural resources, and to Chemicals and Waste through responsible production and waste minimization. There will also be close collaboration between UNEP's work on alternatives to certain ozone depleting

substances and energy efficiency, thus requiring a coordinated approach to such efforts under Chemicals and Waste and Climate Change. Similarly, Environmental Governance will complement and work closely with all other subprogrammes.

B. Lessons learned

24. This ~~programme of work and budget~~PoW for the biennium 2014-2015 takes into account the outcome of several monitoring, evaluation and audit findings. The most important lesson and is that UNEP as the environment programme of the UN must take full leadership on environmental matters becoming not only the voice but the authority for the environment in the UN system. UNEP must therefore take full advantage of existing UN coordination mechanisms such as the Environment Management Group (EMG), the UN Development Group (UNDG), UN ~~Country Teams (UNCTs)~~ ~~Country Teams (UNCTs)~~ and Regional Coordination Mechanisms (RCMs), the High-level Committee on Programmes (HLCM) and the High-level Committee on Management (HLCM) of the UN Chief Executives Board (CEB). As a means to leverage impact from a more coordinated approach to environmental and development challenges, starting within the UN system, each subprogramme in this PoW for the biennium 2014-2015 is designed to emphasize UNEP's role in the UN system. Firstly, in terms of bringing about more coordination in the UN system. Secondly, in terms of upscaling and harmonizing the use of norms, tools and methods for broader use than what UNEP can do on its own through pilot demonstrations.

25. The corporate strategy and business model in the MTS, which encompasses UNEP's leadership role in the UN system on environmental matters and its strategy to leverage impact through partnerships is therefore complemented in this PoW for the biennium 2014-2015 with more specific expected accomplishments and indicators in the section on Executive Direction and Management. These related indicators enable UNEP to measure its progress in achieving an increasingly strategic role within the UN.

26. Another key lesson learned was the need for an iterative process to ensure that the Expected Accomplishments (UNEP's results) and outputs (UNEP's products and services) are driven by demand for services by countries. Thus the Expected Accomplishments documented in the MTS are specified in this PoW for the biennium 2014-2015 with products and services that respond to priorities from countries, the MEAs and other stakeholders focusing on the value that UNEP's work adds for partners and countries. These priorities were reviewed against what products and service lines will best contribute to deliver the Expected Accomplishments and achieve the subprogramme goals and ultimately the MTS objective, to ensure a stronger causal relationship between them, another key lesson from the past biennium, and hence the additional subsections explaining this relationship in each subprogramme. This lesson from UNEP's formative evaluation of its ~~programme of work~~PoW for the biennium 2014-2015 to use a theory of change analysis in constructing the ~~programme of work~~PoW has been instrumental in determining what outputs would lead to the expected accomplishments.

27. An important lesson was that UNEP's operational support must drive results-based management so that human and financial resource management, resource allocation decision-making, UNEP's approach to partnerships, its information technology support are all mutually reinforcing and contributing to effective programme and project management in a results-based context. Thus, the expected accomplishments and indicators in the programme support section place attention on UNEP's performance monitoring and a new corporate risk management system consistent with that of other UN entities, will enable effective decision-making to underpin adaptive management of programmes and projects.

28. Subprogramme evaluations have also been instrumental in shaping the design of the subprogrammes in the PoW. For instance, the disasters and conflicts subprogramme has been designed to focus on risk reduction in EA (a) and recovery in EA (b) rather than having three EAs as in the previous PoW. The evaluation also helped in rethinking the design of indicators for this subprogramme to better track country level impact arising from UNEP's support. The environmental governance subprogramme was also restructured to emphasize UNEP's work in promoting coherence in EA (a) at a

global level and in promoting coherence nationally in EA (c) to bring more clarity in the design of the subprogramme.

29. Lessons learned also show the need to further strengthen accountability for delivering results in the PoW, including by specifying the engagement of Regional Offices, clarifying what UNEP will deliver globally and regionally. The [programme of work and budget PoW](#) also aligns budget and human resources with programmatic priorities. The PoW for the biennium 2014-2015 has been designed to a) show which Divisions are accountable for a given output in the PoW and those that will contribute to the delivery of that output; b) show what will be delivered at a global level and/or in the regions; and c) budget by establishing a method for deriving each subprogramme budget allotments against the deliverables in the PoW.

C. Resource projections

30. On 27 July 2012, the [General Assembly GA](#) adopted, through resolution 66/288, the Rio+20 Outcome Document, *The Future We Want*, deciding, *inter alia*, on the *strengthening and upgrading* of UNEP in the context of strengthening international environmental governance. It also took the decision to “*secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary contributions*”. As per resolution 2997 of 1972, reaffirmed by the GA in 2012, the regular budget of the UN serves the [Governing Council GC](#) and the UNEP Secretariat, while the Environment Fund of the UN has been established for the purpose of funding environmental programmes, including relevant operational programme costs and programme support costs. The UNEP portion of the regular budget of the UN was established at the time at approximately 1 percent of the overall regular budget of the UN. It has since in relative terms been divided by 4 (0.26% in 2012-13) despite a growing number of challenges posed to the environment and human well-being from climate change, biodiversity loss, the degradation of ecosystem services, pollution, among others. Countries’ ability to adapt to climate change, ensure the ecosystems are managed to improve food security and water quality, enhance resource efficiency and manage environmental risks have resulted in a growing demand for UNEP services.

31. As the purchasing parity of the regular budget of the UN eroded through the years, the [Governing Council GC](#) found itself constrained to approve funding from the Environment Fund to cover the costs of serving the UNEP governing bodies and core secretariat functions. The budget for the biennium 2014-2015 will include an increase for funding under the regular budget and voluntary Environment Fund contributions which will be explained through a Programme Budget Implication to be submitted to the legislative bodies for review and for approval by the [GA General Assembly](#) during the main part of the 67th session. This is response to paragraph 88 of outcome document of Rio+20 inviting the [GA General Assembly](#) to adopt a resolution strengthening UNEP and having increased resources from the regular budget and voluntary contributions.

32. Therefore, key elements considered in constructing a new budget that incorporates the Rio +20 outcomes include the following:

- As a first translation into practice of the implications of the Rio+20 outcomes, it must be transformative in nature, rather than only incremental improvements.
- Rectifying and upgrading UNEP, positioning it strategically in the UN System, [which will include strengthening UNEP’s New York office to better support the Environmental Management Group \(EMG\). The aim is so that it can](#) better serve and guide the UN System and its Member States, for the benefit of Member States, and exercise a multiplier effect through partnerships, rather than duplicate efforts of other UN entities, for example those that are already operational at country level.
- Strengthening UNEP’s ability to deliver at its strategic locations. [UNEP’s Regional Offices will play a stronger role in ensuring coherence of the organization’s work at the regional and country level, ensuring coordination within the UN system. Experts in UNEP’s Regional Offices will serve as both liaison and coordination with the MEAs and also in charge of capacity building and technology transfer for the subprogrammes, thereby providing more value for money. UNEP’s Regional Offices will also have a stronger role in leveraging the actions of other](#)

partners working in the respective regions to enable an upscaling of UNEP's tools and guidelines. The aim is to leverage more impact for all subprogrammes upon which UNEP will work.

- Providing -with- more significant amounts of funds to provide support to developing countries to meet their capacity building and technology transfer needs.
- Re-focusing its support to South-South cooperation.
- Bringing UNEP partnership with Major Groups to a new level through UNEP's headquarters and through UNEP's Regional Offices.
- Providing stable resources dedicated to the science/policy interface, including for UNEP's global environmental assessments and enhancing the capacity of developing countries to generate, access, analyse and use environmental information and assessment findings.
- Sustaining governance-related priorities, as a core function, especially in relation to the UN System and MEAs, capitalizing on UNEP's comparative advantages in this regard. By investing in UNEP, Member States will also multiply the impact of their investment in MEAs.

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Implications for the regular budget of the UN to UNEP

32. Enhancements in the regular budget of the UN to UNEP for the biennium 2014-2015, which are currently only partially covered by the regular budget of the UN, are to:

- Service the governing bodies: an adjustment under *Policy-making Organs* reflects the significantly enhanced governance framework approved by the UNGA (universal membership of the GC, subsidiary bodies), at a time when fewer resources are available for this purpose from the regular budget of the UN through the UN Office at Nairobi (UNON)
- Enhance coordination in the UN system on environmental matters: adjustments under *Executive Direction and Management* and the Environmental Governance subprogramme take into account additional responsibilities related to leadership of an enhanced organization and advocacy for global environment coordination. Significant allocations are required to comply with the UNGA resolution, calling for strengthening UNEP's engagement of major UN agencies, funds and programmes – the budget strengthens existing mechanisms, including the Environment Management Group (EMG, hosted by UNEP and chaired by the UNEP Executive Director), as well as assuming lead/coordinating responsibility for delivering enhanced efficiencies and sustainability,
- Strengthen regional offices and outreach: the resolution calls for UNEP to “*strengthen its regional presence....*”. Funding from the regular budget of the UN for UNEP's Regional Offices has traditionally been *ad hoc*. The proposed subprogramme budgets for the biennium 2014-2015 cover representational and coordination functions at the regional level to enable UNEP to reach out to partners in the region to leverage more impact than UNEP working on its own.
- Ensure participation of civil society: The resolution calls for UNEP to “...ensure the relevant participation stakeholders...” and “...exploring new models to promote transparency and the engagement of civil society”. In order to achieve synergies and economies of scale, the proposed subprogramme budgets allocated to DRC combine resources required to comply with the decision in the paragraph above and also enhancing capacities for outreach to civil society in UNEP's Regional Offices. UNEP's regionally-based experts will therefore also carry out the function of outreach and engagement with civil society complementing the engagement by UNEP headquarters with civil society.
- Strengthen the science-policy interface, communication and information: The budget reflects the call by the UNGA for UNEP to build a strong interface based on existing frameworks. In this regard, para 88 of the Rio +20 outcome document quotes specifically the UNEP-led GEOglobal environment outlook process in its reference to science and the need to keep the environment under review. While a very modest part of the current assessment work conducted by UNEP is already covered by the regular budget of the UN, the resolution calls for science to feature permanently in the programme of UNEP. The budget for the biennium 2014-2015 thus reflects adequate increase in the regular budget of the UN for this purpose, including both staffing (Chief Scientist) and activity costs related to environmental assessment budgeted under the subprogramme *Environment under Review*. While the cost of UNEP's global environmental

outlook process has been in the order of US\$ 8 to 9 million, the regular budget for 2014-2015 dedicated to this work to enable a leveraging of the balance through extra budgetary funding.

- Strengthen responsiveness and accountability: The resolution requests that UNEP “*strengthen its responsiveness and accountability to member states*”. While the [programme of work PoW](#) itself will be financed by the Environment Fund of UNEP, this element of the resolution requires a reinforcement of core operational support capacities on system-wide strategies for the environment, resource mobilization, legal services and partnerships, budgeted under Section V, *Programme Support*.

33. As a result of the analysis done to cover the requirements in paragraph 88 of the outcome document, UNEP will be requesting an increase of \$35 million from the biennium 2012-2013 to \$50.7 million for 2014-2015 which would be at one per cent of the overall regular budget of the UN.

Implications for the Environment Fund

34. Through the [Committee of Permanent Representatives \(CPR\)](#) in Nairobi, Member States encouraged UNEP to move towards a budgeting methodology that would link resource requirements to the outputs of the [PoW Programme of Work](#). This implied a new approach for the biennium 2014-2015, aligning budgeting with the [PoW programme of work](#) that was based on an analysis of the relative workload and resource requirements of each output and expected accomplishment, aggregated at subprogramme level, rather than taking the previous biennium (2012-13) budget as a point of reference as was done in the past. The Environment Fund budget for the biennium 2014-2015 aims to ensure that UNEP can deliver core deliverables in the [PoW programme of work](#).

35. The Environment Fund budget, estimated at US\$ 110 million for 2014, and 135 million in 2015 (\$245 million over the biennium) covers both a significantly higher impact of existing outputs, and more ambitious outcomes in relation to capacity building and regional/country level involvement. The budget for the biennium 2014-2015 maintains a budget of staff costs of US\$ 122 million from the Environment Fund as per the decision of the UNEP [Governing Council GC](#). This budget therefore implies:

- A significant increase in the amount and the percentage available to finance activities from the Environment Fund. The proportion of costs charged to meet post costs is therefore reversed in comparison to the budget for the biennium 2012-2013, with over 50 percent of Environment Fund resources dedicated to activities. The increase in proportion of costs budgeted for activities from the Environment Fund would be the first such UNEP budget since the mid-90s. The budget is also accompanied with measures to strategically focus staffing and other resources towards a decentralized, delivery capacity, in particular at UNEP’s Regional Offices.
- The amount to be programmed for staff costs in each subprogramme and each division from the Environment Fund will not follow a fixed percentage but is based on the requirements of each subprogramme to deliver on results planned as well as the relevant staffing made available from the regular budget of the UN. **Based on the resource requirements needed to deliver the outputs and EAs in each subprogramme, the subprogramme budgets were established and differ in order of magnitude from one subprogramme to another.**

1-

Global Environment Facility (GEF) funding.

36. While GEF funding is subject to approvals from the GEF Council, UNEP’s GEF-funded portfolio is increasingly integrated in its strategic planning and contributes to the accomplishments of UNEP’s subprogrammes, particularly on *climate change, ecosystem management* and chemicals and waste. The trend is towards cost-sharing GEF funded activities from the Environment Fund or other extra budgetary sources. The project review and acceptance processes for GEF funded projects is being fully harmonized with that of UNEP projects financed from other sources. Instead of treating GEF-funded portfolios totally separately from the UNEP mainstream [programme of work PoW](#) as in the past, the [PoW programme of work](#) for UNEP for the biennium for 2014-2015 for the first time integrates fully GEF funding, while fully respecting GEF-specific criteria, procedures and its review and approval process for funding.

37. UNEP reports to the GEF Council on all matters related to the GEF grants that the organization is handling on behalf of countries and recipients. However, in order to capture the important synergy and complementarity between the GEF and UNEP's ~~PoW~~~~programme of work~~, and to show the true level of effort undertaken by UNEP to assist countries at local, national, regional and global levels to leverage GEF financing, the ~~programme of PoW work~~ for the biennium 2014-2015 will for the first time provide the budgetary information regarding UNEP's GEF portfolio. Table 1 shows the budget from approved GEF projects and fees that would be recorded in UNEP financial records for the biennium, which is based on an average of expenditures over the past three biennia (US\$ 104 million in grants) and a fee for reimbursement of services using the expected new fee system (US\$ 10 million) totalling to a budget of US\$ 114 million for the biennium. Of the total GEF budget, 18 percent is expected from the GEF Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF)⁷, that is US\$ 21 million. The balance (excluding project fees) is planned from the main GEF Trust Fund, that is US\$ 93million. GEF project grants are disbursed by UNEP to the final recipient.

38. The data from purely financial records does not fully show the level of effort in leveraging GEF grants. The GEF portfolio as recorded at the time of final approval and endorsement by the GEF Council, has averaged US\$ 75million per year in project approvals over the last three biennia. It is assumed that GEF donors will commit the full amount of resources they pledged to the 5th GEF Phase (total US\$ 4.2 billion) and that UNEP's pipeline of concepts in 2013 will be similar to its 6-year prior average. The 2013 pipeline of projects are expected to materialize in 2014-2015.

Other trust funds and extra budgetary contributions (XB)

39. Other trust funds and sources of earmarked funding are particularly difficult to predict in the current financial context. Although the past trend has been for actual extrabudgetary contributions to UNEP to exceed planned budgets, a number of major contributors to UNEP have recently decided to move towards an "all core" or "essentially core" policy. Such a move is consistent with the Paris Declaration, Accra Agenda and Busan partnership, which emphasize the cost-effectiveness of unearmarked development funding. The move of donor contributions to unearmarked funding is an especially important factor in a time of financial constraint. Following a review of funding prospects from these sources for each subprogramme, based on close review of donor intentions for trust funds established under each subprogramme, as well as cross-cutting donor-specific trust funds, a realistic budget for the biennium is US\$ 202 million.

40. The aim in this budget is to use extrabudgetary funding to leverage greater transformational change than with UNEP's own core resources. Extrabudgetary funding would therefore be used to extend UNEP's reach above what UNEP will deliver with the Environment Fund. Extrabudgetary sources will therefore leverage greater involvement of strategic and investment partners to further enhance UNEP's ability to upscale the use of its products.

Accompanying measures

41. While Member States have decided to enhance UNEP and improve its funding base, the UNEP Secretariat will continue to implement efficiency and impact-enhancing measures as part of its ongoing reform, including:

- Measuring and enhancing UNEP's value for money and its business models
- Establishing an environmental, social and economic safeguards policy, and a gender policy and action plan
- Enhancing its programming and delivery capacity through standard procedures, IT systems, simplified legal instruments, training and other forms of capacity building both at UNEP's headquarters and regional offices
- Finalizing UNEP's corporate cost recovery policy
- Continuing to implement, and further refine, the management measures approved in regard to partnerships, and to programme implementation

⁷ For more information on these funds, see <http://www.thegef.org/gef/2511>

- Enhance resource mobilization and donor partnership instruments, including for South-South cooperation and collaborative agreements with emerging economies
- Reviewing and enhancing UNEP agreements with UN System service providers for higher levels of efficiency
- Preparing through training and other measures, for the transition to more broadly recognized standards of accounting (IPSAS)
- Strengthening its monitoring and evaluation in-house capacity.

These accompanying measures are primarily budgeted for as part of UNEP's operations strategy covered under Section V, Programme Support.

Overall budget

42. In summary, the budget for the biennium 2014-2015 is underpinned by a strategic analysis guided by member states' priorities, taking into account Rio+20. The proposal for the use of the regular budget of the UN emphasizes the need for a core set of functions to be covered on a sustainable basis including leadership and servicing the governing bodies; regional directors and their basic staff; south-south cooperation; keeping the environment under review, UNEP's relations with major groups and stakeholders, amongst others.

43. A hierarchy of priority levels is reflected in the proposed breakdown by source of funding. Under the proposed scenario, the regular budget of the UN covers the core secretariat functions, of the highest priority; the Environment Fund, the most important activities of the UNEP ~~programme of workPoW~~; and trust funds and extra budgetary funding, those ~~programme of workPoW~~ activities that are dependent on further funding by donors (with the exception of Trust Funds for MEA secretariats, which are themselves of the highest priority but which funding hierarchy is contingent on decisions by the parties and are not currently included in the UNEP ~~Programme of workPoW~~).

44. The budget requested for the biennium 2014-2015 foresees a progressive increase in the 2014-2015 Environment Fund targets (US \$110 million in 2014 and US\$ 135 million in 2015) and an increase to US\$ 50 million from the regular budget of the UN to take into account member states' decisions at the UNCSD. The projected income from extra- budgetary sources has taken into account the considerable pressure currently exercised on public funding. Due to a combination of reduced income from trust funds and savings through efficiency enhancement measures, programme support costs have also been significantly reduced, to US\$ 23 million overall. These budgets result in a revised overall budget of US\$ 634 million (excluding UNEP activities funded from the Multilateral Fund).

45. ~~At US\$ 634 million, the overall total budget for UNEP for the biennium 2014-2015 remains within 1 percent of the overall budget presented to the CPR in May 2012.~~ Should the budget from the regular budget of the UN not be approved, the overall allocations including the Environment Fund will have to be re-budgeted to ensure that all core functions not funded under the regular budget of the UN are covered by the Environment Fund, adequacy in budget allocations across other funding sources, subprogramme and divisional budgets, and a corresponding adjustment in expected outputs and accomplishments.

46. Table 1 shows the proposed ~~programme of work budgetPoWbudget~~ for the biennium 2014-2015, with comparatives for 2012-2013, and analysis by post and non-post costs

Table 1: Resource projections by funding category

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	changes	2014-2015	2012-2013	changes	2014-2015
A. Environment Fund						
Post	122,310	(3,236)	119,074	473	(23)	450
Non-post	62,287	51,139	113,426			
Fund Programme Reserve	6,365	6,135	12,500			
Subtotal, A	190,962	54,038	245,000	473	(23)	450
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	385,097	(69,197)	315,900	236	22	258
Subtotal, B	385,097	(69,197)	315,900	236	22	258
C. Programme Support Costs						
Programme Support Costs	28,183	(4,983)	23,200	72	(3)	69
Subtotal, C	28,183	(4,983)	23,200	72	(3)	69
D. Regular budget*						
Post	13,140	34,531	47,671	48	100	148
Non-post	1,217	8,194	9,411			
Subtotal, E	14,357	42,725	57,082	48	100	148
Grand total (A+B+C+D)	618,600	22,582	641,182	829	96	925
*Environment Fund breakdown						
	2014	2015	2014-2015 total			
Environment Fund	110,000	135,000	245,000			

- a. The trust funds and earmarked contributions (inclusive of funds received from GEF) shown pertain exclusively to UNEP and exclude those funds pertaining to multilateral environmental agreements administered by UNEP. Programme support costs retained by UNEP in respect of the multilateral environmental agreements are included.
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

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

	Environment Fund		Trust and Earmarked Funds		Programme support cost		Regular budget		Grand Total	
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
A. Policymaking organs							104	104	104	104
B. Executive direction and management	9,041	7,794	212	-	-	306	4,678	8,740	13,932	16,839
Sub Total B	9,041	7,794	212	-	-	306	4,782	8,843	14,036	16,943
C. Programme of work										
1. Climate change	30,788	39,510	81,276	78,419	1,020	-	1,082	4,896	114,165	122,825
2. Disasters and conflicts	10,454	17,886	39,233	22,185	1,752	-	537	2,782	51,977	42,853
3. Ecosystem management	36,226	36,831	116,244	101,275	1,205	-	1,968	6,159	155,642	144,265
4. Environmental governance	41,622	21,895	39,077	27,346	1,426	-	3,512	12,677	85,637	61,918
5. Chemicals and wastes	19,543	31,175	64,604	41,652	637	-	459	5,741	85,243	78,569
6. Resource efficiency and sustainable consumption and production	26,867	45,329	44,452	28,101	884	-	483	3,915	72,685	77,345
7. Environment under Review	-	16,768	-	16,922	-	-	-	7,268	-	40,958
Subtotal C	165,500	209,394	384,885	315,900	6,924	-	8,041	43,438	565,350	568,732
D. Fund Programme Reserve	6,365	12,500	-	-	-	-	-	-	6,365	12,500
Sub Total C+D	171,866	221,894	384,885	315,900	6,924	-	8,041	43,438	571,715	581,232
E. Programme Management & support										
Office of Operations	7,497	9,412	-	-	15,152	20,465	1,534	4,801	24,183	34,678
Audit Reimbursement of Services		250								250
	2,558	5,650			6,108	2,429		-	8,666	8,079
Subtotal E	10,055	15,312	-	-	21,260	22,894	1,534	4,801	32,848	43,007
Grand Total (A+B+C+D+E+F)	190,962	245,000	385,097	315,900	28,183	23,200	14,357	57,082	618,600	641,182

- a. The trust funds and earmarked contributions (inclusive of funds received from GEF) shown pertain exclusively to UNEP and exclude those funds pertaining to multilateral environmental agreements administered by UNEP. Programme support costs retained by UNEP in respect of the multilateral environmental agreements are included.
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

Table 3 Estimated distribution of posts by grade and sources of funds

2012-2013	USG / ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total Prof	LL	Total
Regular budget	1	3	1	8	11	5	2	31	17	48
Environment Fund	1	5	33	57	89	59	22	266	207	473
Trust fund support	-	-	1	5	4	18	2	30	42	72
Trust fund & Earmarked contributions		1	5	18	50	57	44	175	61	236
Total	2	9	40	88	154	139	70	502	327	829
2014-2015										
	USG / ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total Prof	LL	Total
Regular budget	2	4	11	18	43	27	2	107	41	148
Environment Fund	1	2	24	59	77	59	22	244	206	450
Trust fund support	-	-	1	4	13	14	2	34	35	69
Trust fund & Earmarked contributions	-	1	5	16	55	60	56	193	65	258
Total	3	7	41	97	188	160	82	578	347	925
Changes										
	USG / ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total P	LL	Total
Regular budget	1	1	10	10	32	22	-	76	24	100
Environment Fund	-	(3)	(9)	2	(12)	-	-	(22)	(1)	(23)
Trust fund support	-	-	-	(1)	9	(4)	-	4	(7)	(3)
Trust fund & Earmarked contributions	-	-	-	(2)	5	3	12	18	4	22
Total	1	(2)	1	9	34	21	12	76	20	96

a. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

b. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

II. Policymaking organs

47. The [Governing Council \(GC\)](#) is the policymaking organ of UNEP. It has one principal subsidiary organ, the [Committee of Permanent Representatives \(CPR\)](#). The [Governing Council \(GC\)](#) has consisted of 58 member States but following the UN CSD, the GA has been invited, at its sixty-seventh session, to adopt a resolution that would establish universal membership in the [GC Governing Council](#).

48. A ministerial-level, global environmental forum, is held annually with the [GC Governing Council](#) constituting the forum in the years that it meets in regular session while in alternate years, the forum takes the form of a special session of the [GC Governing Council](#). The thirteenth special session and the twenty-eighth regular session of the [Governing Council/Global Ministerial Environment Forum \(GMEF\)](#) will be held in 2014 and in Nairobi in 2015 respectively. The CPR holds four regular meetings per year.

49. The Global Major Groups and Stakeholder Forum (GMGSF), while not a policy-making organ, supports governments in their policy fora by providing input to the issues under discussion. This forum takes place annually in conjunction with the GC/GMEF sessions to allow Major Groups and Stakeholders to discuss their input into the GC/GMEF and to ensure a quality input influences the outcomes of the GC/GMEF. The UNCSD in June 2012 called for UNEP to explore new mechanisms to provide adequate space for participation of civil society and major groups and it is envisaged that the format and composition of the GMGSF will be adjusted.

Table 4: Resource projection by category-Policy making organs

Category	Resources (thousands of United States dollars)			Posts		
	2012–2013	Changes	2014–2015	2012–2013	Changes	2014–2015
Regular budget						
Post	-	-	-	-	-	-
Non-post	104	-	104	-	-	-
Total	104	-	104	0	0	0

III. Executive direction and management

50. Executive direction and management of UNEP is carried out by the Executive Office, the Secretariat of Governing Bodies and an independent Evaluation Office. The relevant budget component under section 14 of the UN programme budget for 2012–2013 also includes the secretariat for UNSCEAR.⁸ Resource details pertaining to UNSCEAR are included in the UNEP [PoW programme of work and budget](#).

51. The Executive Office includes, and provides executive and support services to, the Executive Director, the Deputy Executive Director and other members of UNEP senior management, including through guidance and policy clearance of all programmatic and administrative matters. The Executive Director, with the support of the Deputy Executive Director, provides the vision and direction for the work of UNEP in accordance with its legislative mandates and has overall responsibility for the management of UNEP resources. In line with the compact between the Executive Director and the Secretary General of the UN, the Executive Director is therefore responsible for the overall leadership that guides UNEP's strategic planning and ensures that all UNEP's work is geared to achieving targeted results.

52. As part of the leadership function, the Executive Director has overall responsibility within the UN system for providing guidance on environmental policy that takes into account assessments of the causes and effects of environmental change and identified emerging issues and catalysing international action to bring about a coordinated response within the UN system and other partners. The Office for Policy and Inter-Agency Affairs has been subsumed into the Executive Office to increase efficiency in the way UNEP provides guidance and policy support within the UN system. The aim is to ensure that

8 A/64/6 (Sect. 14).

UNEP takes a more strategic approach to engaging with the family of UN entities and system-wide processes, such as the [EMG Environmental Management Group](#) and those conducted through the [UN System Chief Executives Board for Coordination CEB](#) and its subsidiary bodies. The integration of priorities from MEAs in these processes will be a key consideration in UNEP's efforts to bring about coordinated responses to environmental issues in the UN system. A key consideration is to maximize the extent to which UNEP can build capacity and support the transfer of technology and know-how.

53. UNEP's GEF operations have been integrated into the [PoW programme of work](#) for the biennium 2014-2015 for greater programmatic synergy and complementarity, harmonization and enhancement of workflow and standards, and enhanced delivery and impact between the GEF portfolio and the [PoW programme of work](#) for the biennium 2014-2015. The GEF Coordination Office is now part of the Executive Office so as to ensure more strategic corporate support to the GEF Partnership and facilitate internal monitoring of the portfolio. The responsibility for programming and delivery and the corresponding technical and financial staff has been handed to the relevant substantive divisions.

54. During the implementation of UNEP's strategic plans, essentially the [MTS medium-term strategy](#) and [PoW programme of work](#), the Executive Director is also responsible for ensuring management attention is placed on areas identified from the monitoring of UNEP's programme performance, audits, investigations and evaluations, as needing action to improve performance and accountability.

55. While ensuring that accountability for delivery of results is at the forefront of performance management, the Executive Office is also responsible for developing and facilitating consultations with Governments, including through permanent missions accredited to UNEP in Nairobi, and ensure the responsibility of UNEP as a GEF implementing agency. The Secretariat of Governing Bodies provides secretariat support to the [Governing Council/GMEF Global Ministerial Environment Forum](#) and its subsidiary bodies (such as the Committee of Permanent Representatives), serves as the main interface for external relations with representatives of UNEP governing bodies. It provides substantive, technical and procedural support to and facilitates deliberations of Governments and other external partners in sessions of the [Governing Council/GMEF Global Ministerial Environment Forum](#), meetings of its subsidiary bodies and inter-sessionally.

56. The Evaluation Office falls within the purview of executive direction and management in recognition of its independence from the rest of the programme and the importance attached to using evaluation findings to improve UNEP's planning and performance. It reports directly to the Executive Director of UNEP given its independence from the rest of the programme. It evaluates the extent to which UNEP has achieved its planned results in the [medium-term strategy MTS](#) and [PoW programme of work](#) and coordinates UNEP activities related to the Joint Inspection Unit. Based on evaluation findings, it provides policy advice for improved programme planning and implementation. Its findings are communicated through the Executive Director to the Committee of Permanent Representatives and the [Governing Council](#) in accordance with the UNEP evaluation policy.

57. The table below provides the objectives for UNEP's executive direction and management, the expected accomplishments and associated indicators of achievement. The expected accomplishments focus on the leadership in the organization in global environmental agenda setting. This includes ensuring first that UNEP's work is customer-focused and therefore relevant to its UN partners and Member States. UNEP will show its leadership in promoting coherence on environmental issues in the UN system, a building block for global environmental agenda setting. Leveraging impact through partnerships and coordinated approaches in the UN system is a main pillar of the [MTS medium-term strategy](#). The expected accomplishments will also focus on strengthening the scientific basis of UNEP work for the organization to ensure credibility as it works towards global environmental agenda-setting and a stronger science-policy interface. With human resources as a main foundation of any organization, the expected accomplishments also focus on efficiencies and effectiveness in human resource management. Finally, with the Evaluation Office, working independently and reporting directly to the Executive Director, the table provides the expected accomplishments and indicators of achievement that show how UNEP will have a structured approach to the use of evaluation findings.

A.Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures for the Executive Office

Objective: To provide leadership in global environmental agenda-setting, to implement legislative mandates of the United Nations Environment Programme and the General Assembly, to ensure coherent delivery of the programme of work and to ensure management of human resources is in accordance with UN policies and procedures

<i>Expected accomplishments</i>	<i>Indicators of achievement⁹</i>
(a) UNEP delivers programmes and products that are considered relevant by governments and partners in the UN system on environmental issues	(a) Percentage of surveyed UNEP partners in Government and in the UN system that rate the relevance of UNEP's products and programmes as satisfactory <i>Performance measures:</i> Estimate 2012–2013: n/a Target 2014–2015: 65 per cent
(b) UNEP promotes greater coherence and complementarities in the UN system on environmental issues	(b) Number of subjects of global environmental concern where the UN system has joint actions as a result of UNEP's engagement <i>Performance measures:</i> Estimate 2012–2013: 6 Target 2014–2015: 9 (=6 from 2012-2013 plus an additional 3 in 2014-2015)
(c) Strengthened use of credible and coherent science at the science-policy interface	(c) Increased number of initiatives targeted at strengthening the science-policy interface where UNEP can demonstrate positive outcomes <i>Performance measures:</i> Estimate 2012–2013: n/a Target 2014–2015: 3
(d) Strengthened accountability of UNEP towards a results-based organization	(d) Percentage of accepted audit and investigation recommendations on UNEP performance that are acted upon <i>Performance measures</i> Estimate 2012–2013: 80 per cent Target 2014–2015: 85 per cent
(e) Geographical representativeness and gender balance of staff is ensured	(e) (i) Percentage of women appointed to senior level posts in the Professional and management categories <i>Performance measures</i> Average ratios of women at the P4 levels and above Estimate 2012–2013: 45 per cent Target 2014–2015: 45 per cent (ii) Percentage of personnel from underrepresented member States in posts in the Professional and management categories <i>Performance measures</i> Percentage of posts in the Professional and

⁹ Indicators of achievement are used to measure the extent to which expected accomplishments have been achieved. Indicators correspond to the expected accomplishment for which they are used to measure performance. One expected accomplishment can have multiple indicators (OIOS 2010: www.un.org/Depts/oios/mecd/mecd_glossary/documents/logical_category.htm).

Expected accomplishments	Indicators of achievement⁹
	<p>management categories filled by under-represented countries. Estimate 2012–2013: 15 per cent Target 2014–2015: 15 per cent</p>
(f) Efficiency in staff recruitment is maintained in line with the UN staff selection rules and regulations	<p>(f)(i) Average number of days taken to fill a vacant extrabudgetary post (measured by the time between the announcement to the appointment)</p> <p><i>Performance measures</i> Days taken for recruitment, as measured by the Office of Human Resources Management tracking system Estimate 2012–2013: 180 days Target 2014–2015: 170 days</p> <p>(ii) Percent of staff who have been recruited over the past two years that achieve a rating of <i>successfully meets performance expectations</i> or <i>exceeds performance expectations</i> on their performance appraisal</p> <p><i>Performance measures</i> Percentage of staff members recruited over the past two years that achieved a rating of 1 (exceeds performance expectations) or 2 (successfully meets performance expectations) on the performance appraisal system Estimate 2012-2013: n/a Target 2014-2015: 80 percent</p>
(g) Efficiency in the servicing of meetings of the governing bodies is ensured	<p>(g) (i) Percentage of UNEP-organized meetings of the Committee of Permanent Representatives CPR and Governing Council where Member States receive the document four working days or more in advance of each meeting</p> <p><i>Performance measures</i> Estimate 2012–2013: n/a Target 2014–2015: 80 per cent</p>
(h) Evaluations take place in accordance with the Evaluation Policy and Plan and are used to improve performance	<p>(h)(i) Percentage of projects above \$1,000,000 completed in the biennium that are independently evaluated</p> <p><i>Performance measures</i> Estimate 2012–2013: 100 percent Target 2014–2015: 100 percent</p> <p>(ii) Percentage of evaluations providing a rating of 'Satisfactory' or above for quality</p> <p><i>Performance measures</i> Estimate 2012–2013: 70 percent Target 2014–2015: 70 percent</p> <p>(iii) Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan</p> <p><i>Performance measures</i> Estimate 2012–2013: 70 percent</p>

Expected accomplishments**Indicators of achievement⁹**

Target 2014–2015: 70 percent

B. Outputs

58. During the biennium 2014–2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) **Governing Council:**

- Substantive servicing of meetings. Thirteenth special session and twenty-eighth regular session in addition to the Bureau meetings of the **Governing Council/GMEF Global Ministerial Environment Forum** (6)
- Parliamentary documentation. Reports to the **Governing Council/GMEF Global Ministerial Environment Forum** as required. (20)

(ii) **Committee of Permanent Representatives:**

- Substantive servicing of meetings. Preparatory meetings of the Committee, including its subcommittees, related to the thirteenth special session and the twenty-eighth regular session of the Council/Forum (30); regular meetings of the Committee (8)
- Parliamentary documentation. Half-yearly and quarterly reports to the Committee (6);

(b) Administrative support services (regular budget/extrabudgetary): UNEP's human resource management strategy is under implementation and geared towards using international best practices on staff recruitment and further developing in-house capacity on project management in the context of results-based management; progress towards gender balance in the Professional and management categories; secretariat regulations and policies put into practice to ensure a favourable working environment for all staff; and a training and learning programme fully institutionalized to improve substantive, administrative and management skills that revolves around results-based management as the conceptual approach to deliver the UNEP **programme of work PoW**;

(c) Internal oversight services (regular budget/extrabudgetary): One biennial evaluation report, four subprogramme evaluation reports and evaluations conducted for completed projects. Management will respond to corporate evaluations in writing.

(d) External and internal corporate functions for the GEF portfolio : Two annual performance reports for the GEF Council, two annual monitoring reports for the GEF Council, compliance report to the GEF Council on fiduciary standards, at least 5 policy papers developed jointly with GEF Secretariat and Partners, 8 quarterly financial management reports, monthly communications to the GEF Trustee, integration of GEF data into the UNEP biennial monitoring and evaluation reports, annual reconciliation of data with Trustee or Secretariat, and at least two lessons learnt/knowledge products; a well maintained and usable UNEP/GEF website and central database, and effective internal monitoring of compliance with all GEF and UNEP fiduciary and business standards.

C. Resource requirements

Table 5: Resource projections by funding category: Executive direction and management

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	5,561	(1,079)	4,482	28	(8)	20
Non-post	3,481	(169)	3,312	-	-	-
Subtotal, A	9,041	(1,248)	7,794	28	(8)	20
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	212	(212)	-			
Subtotal, B	212	(212)	-	-	-	-
C. Programme Support Costs						
Programme Support Costs	-	306	306		1	1

Subtotal, C	-	306	306	-	1	1
D. Regular budget						
Post	4,435	1,971	6,405	16	8	24
Non-post	244	2,091	2,335			
Subtotal, D	4,678	4,062	8,740	16	8	24
Grand total (A+B+C+D)	13,932	2,908	16,839	44	1	45

a. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

b. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

c. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 6:

Resource projections by organizational unit: Executive Direction and Management

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
1. Executive Office						
(i) Environment Fund						
Post	3,032	313	3,345	15	-	15
Non-post	2,374	(193)	2,181			
(ii) Other funds*	3,488	1,584	5,072	12	2	14
Subtotal, 1	8,894	1,704	10,599	27	2	29
2. Secretariat of Governing Bodies						
(i) Environment Fund						
Post	952	(952)	-	6	(6)	-
Non-post	714	(474)	240			
(ii) Other funds*	801	2,412	3,213	3	6	9
Subtotal, 2	2,468	986	3,453	9	-	9
3. Independent Evaluation Unit						
(i) Environment Fund						
Post	660	477	1,137	4	1	5
Non-post	228	663	891			
(ii) Other funds*	601	159	760	1	1	2
Subtotal, 3	1,488	1,299	2,787	5	2	7
4. Office for Policy and Inter-agency Affairs						
(i) Environment Fund						
Post	917	(917)	-	3	(3)	-
Non-post	164	(164)	-			
(ii) Other funds*						
Subtotal, 4	1,081	(1,081)	-	3	(3)	-
Grand total (1+2+3+4)	12,457	2,908	16,839	44	1	45
(i) Total Environment Fund	9,041	(1,248)	7,794	28	(8)	20
(ii) Total Other funds*	4,890	4,155	9,046	16	9	25
Grand Total	13,932	2,908	16,839	44	1	45

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Note:

(ii) Other funds* is composed of Regular Budget and Trust and Earmarked Funds.

IV. Programme of work

58. The proposed ~~programme of work and budget~~ PoW for 2014–2015 results in total Environment Fund ~~programme of work~~ PoW requirement of \$209 million (excluding fund programme reserve), total trust and earmarked fund requirements of \$202 million, estimated requirements of \$38 million from the regular budget of the UN and an estimated GEF budget of \$114 million.

Table 7:

Resource projections by fund category: Programme total

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	110,380	(1,591)	108,789	417	(15)	402
Non-post	55,121	45,485	100,605			
Subtotal, A	165,500	43,894	209,394	417	(15)	402
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	384,885	(68,985)	315,900	236	22	258
Subtotal, B	384,885	(68,985)	315,900	236	22	258
C. Programme Support costs						
Programme Support costs	6,924	(6,924)				
Subtotal, C	6,924	(6,924)	-	-	-	-
D. Regular budget						
Post	7,504	29,274	36,779	27	82	109
Non-post	536	6,123	6,659			
Subtotal, D	8,041	35,397	43,438	27	82	109
Grand total (A+B+C+D+E)	565,350	3,382	568,732	680	89	769

a. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

b. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

c. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 8:

Resource projections by component: Programme total

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Climate Change						
(i) Environment Fund						
Posts	20,273	(161)	20,112	71	(3)	68
Non-post	10,515	8,884	19,399			
Sub Total	30,788	8,723	39,510	71	(3)	68
(iii) Other funds	83,377	(63)	83,315	59	15	74
Subtotal, A	114,165	8,660	122,825	130	12	142

B. Disasters and Conflict						
(i) Environment Fund						
Posts	7,178	2,915	10,093	26	12	38
Non-post	3,277	4,517	7,794			
Sub Total	10,454	7,432	17,886	26	12	38
(iii) Other funds	41,523	(16,556)	24,967	21	12	33
Subtotal, B	51,977	(9,124)	42,853	47	23	70
C. Ecosystems Management						
(i) Environment Fund						
Posts	24,284	(4,103)	20,181	95	(16)	79
Non-post	11,942	4,708	16,650			
Sub Total	36,226	604	36,831	95	(16)	79
(iii) Other funds	119,416	(11,982)	107,434	69	11	80
Subtotal, C	155,642	(11,378)	144,265	164	(5)	159
D. Environment Governance						
(i) Environment Fund						
Posts	27,436	(14,896)	12,540	118	(64)	54
Non-post	14,187	(4,832)	9,355	-	-	-
Sub Total	41,622	(19,728)	21,895	118	(64)	54
(iii) Other funds	44,015	(3,992)	40,023	59	24	83
Subtotal, D	85,637	(23,719)	61,918	177	(40)	137
E. Chemicals and Waste						
(i) Environment Fund						
Posts	13,128	1,640	14,769	53	(4)	49
Non-post	6,415	9,992	16,407	-	-	-
Sub Total	19,543	11,632	31,175	53	(4)	49
(iii) Other funds	65,700	(18,307)	47,393	22	13	35
Subtotal, E	85,243	(6,674)	78,569	75	9	84
F. Resource Efficiency						
(i) Environment Fund						
Posts	18,081	3,127	21,208	54	19	73
Non-post	8,786	15,336	24,121	-	-	-
Sub Total	26,867	18,463	45,329	54	19	73
(iii) Other funds	45,819	(13,803)	32,016	33	13	46
Subtotal, F	72,685	4,660	77,345	87	32	119
G. Environment Review						
(i) Environment Fund						
Posts	-	9,888	9,888		41	41
Non-post	-	6,880	6,880	-	-	-
Sub Total	-	16,768	16,768	-	41	41
(iii) Other funds	-	24,190	24,190	-	16	16
Subtotal, G	-	40,958	40,958	-	57	57
(i) Total Environment Fund						
	165,500	43,894	209,394	417	(15)	402
(ii) Total Other funds						
	399,850	(40,512)	359,338	263	104	367

Grand Total	565,350	3,382	568,732	680	89	769
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- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 9:

Resource projections by organizational unit: Programme total

Organizational Unit	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Post	17,483	(1,722)	15,761	69	(7)	62
Non-post	5,729	2,912	8,641	-	-	-
Sub Total	23,212	1,190	24,402	69	(7)	62
(ii) Other funds	17,156	11,337	28,493	13	12	25
Subtotal, A	40,368	12,526	52,895	82	5	87
B.DELC						
(i) Environment Fund						
Post	11,511	(892)	10,619	47	(3)	44
Non-post	3,639	4,154	7,793	-	-	-
Sub Total	15,150	3,262	18,412	47	(3)	44
(ii) Other funds	9,132	14,237	23,369	17	15	32
Subtotal, B	24,282	17,499	41,781	64	12	76
C.DEPI						
(i) Environment Fund						
Post	15,813	3,182	18,995	58	9	67
Non-post	7,270	11,825	19,095	-	-	-
Sub Total	23,083	15,007	38,090	58	9	67
(ii) Other funds	143,011	(12,585)	130,427	87	23	110
Subtotal, C	166,094	2,422	168,517	145	32	177
D.DTIE						
(i) Environment Fund						
Post	25,419	2,177	27,596	74	7	81
Non-post	13,083	27,212	40,295	-	-	-
Sub Total	38,501	29,389	67,891	74	7	81
(ii) Other funds	183,433	(57,128)	126,305	87	28	115
Subtotal, D	221,934	(27,739)	194,195	161	35	196
E.DRC						
(i) Environment Fund						
Post	33,232	(3,724)	29,508	139	(20)	119
Non-post	21,338	(4,157)	17,181	-	-	-
Sub Total	54,570	(7,881)	46,689	139	(20)	119
(ii) Other funds	44,748	(5,873)	38,876	51	19	70
Subtotal, E	99,318	(13,754)	85,565	190	(1)	189
F.DCPI						
				-	-	-

(i) Environment Fund						
Post	6,922	(612)	6,310	30	(1)	29
Non-post	4,061	3,539	7,601	-	-	-
Sub Total	10,983	2,928	13,911	30	(1)	29
(ii) Other funds	2,368	9,500	11,868	8	7	15
Subtotal, F	13,352	12,428	25,779	38	6	44
Grand Total (A+B+C+D+E+F)	565,350	3,382	568,732	680	89	769
(i) Total Environment Fund	165,500	43,894	209,394	417	(15)	402
(ii) Total Other funds	399,850	(40,512)	359,338	263	104	367
Grand Total	565,350	3,382	568,732	680	89	769

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme narratives

Subprogramme 1 Climate change

Objective:

To strengthen the ability of countries to move towards climate-resilient and low emission pathways for sustainable development and human well-being

Strategy:

Responsibility for the coordination of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. The subprogramme aims to help countries build “readiness” and create enabling environments for scaled up climate investments to move towards climate resilient and low emission paths for sustainable development through:

- i) promoting development and use of climate research and science for policy making and to inform the climate change negotiation process;
- ii) helping facilitate access to finance for climate resilience, energy efficiency and renewable energy technologies;
- iii) fostering climate change outreach, awareness and education actions;
- iv) supporting development and implementation of policies, plans and climate actions in countries in the form of pilots that can be scaled up through partner organizations;
- v) sharing lessons through networks and outreach; and
- vi) supporting the UNFCCC process and the implementation of country commitments arising from the UNFCCC process.

UNEP will seek a regional balance in the delivery of the subprogramme taking into consideration key vulnerabilities to climate change as well as needs and demands expressed by countries. UNEP complements the work of the UNFCCC and the climate change programme is shaped by the discussions and decisions of the UNFCCC. All of UNEP’s climate change work will be based on and guided by sound science. Strengthening the capacity of countries to respond to the climate change challenge is a key element of the support provided by UNEP throughout the three EAs. Outreach will foster greater understanding of climate change among different audiences ensuring they have access to clear and understandable climate change information and lessons learned and successful project examples. UNEP will work through partnerships with key actors such as the UN Framework Convention on Climate Change (UNFCCC) secretariat, UN Food and Agricultural Organization of the United Nations (FAO), the Global Environment Facility (GEF), IFAD, the Intergovernmental Panel on Climate Change (IPCC), the secretariats of relevant MEAs, UN Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the World Bank, the World Conservation Union (IUCN), the World Meteorological Organization (WMO), the Adaptation Framework Committee, the Green Climate Fund, the private sector, intergovernmental and non-governmental organizations, research institutes, national institutions as well as in coordination with relevant conventions (i.e. CBD, the Ramsar Convention, the Regional Seas Conventions) to catalyze support for requesting countries to move onto climate-resilient and low emission pathways for sustainable development and human well-being as follows:

- (a) UNEP will support countries to reduce vulnerability and strengthen resilience to the impacts of climate change by developing national institutional capacities and by supporting national efforts to incorporate primarily an ecosystem-based adaptation approach into country development planning and policy-making. To achieve this, UNEP will conduct vulnerability and impact assessments; deliver economic analyses of climate change impacts and adaptation options; develop scientific and policy-related information; identify best practices; provide adaptation planning and policy development support; facilitate countries’ access to finance; and strengthen its outreach to foster a greater understanding of the issues. Efforts will be made to ensure the ecosystem-based ~~based~~ approach takes into consideration biodiversity considerations in consultation with the secretariats of the biodiversity related MEAs, taking into account the Aichi biodiversity target 10. Pilot demonstrations that accelerate learning in reducing vulnerability to climate change will be used, with a view to up-scaling up successful approaches through partnerships in order to leverage impact. UNEP will also

assist countries meet their national climate change adaptation planning and reporting obligations under this climate convention. The scientific work will complement the work of the IPCC and UNEP will continue to support the development of IPCC Assessments and Special Reports and their outreach. While the main focus of UNEP's adaptation programme remains ecosystem-based adaptation, it is important to note that ecosystem based adaptation is often most usefully applied as an integral component of a broad range of adaptation strategies. Therefore, UNEP will engage with partners working on the full range of adaptation approaches, particularly with other organizations that have complementary areas of expertise. UNEP will ensure environmentally sound adaptation approaches throughout its programme.

(b) UNEP will facilitate [the move onto low emission development pathways](#) and a green economy [in the context of sustainable development and poverty eradication](#) by helping countries overcome the various financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in sectors such as transport, buildings, manufacturing and appliances. UNEP will do so by building technical skills and knowledge about policy options in the clean energy sector and helping countries develop mechanisms, strategies, actions and policies that ease the costs and risks for financial actors in new climate change mitigation investments. UNEP will achieve this through strengthening the scientific basis for informed decision-making, conducting technology and resource assessments; sharing knowledge about technology and policy options; supporting mitigation planning and policy development; facilitating access to finance and working with innovative financing mechanisms; building readiness to deploy funding effectively; and strengthening outreach to enable access to relevant climate change information. UNEP will also assist countries in their climate change mitigation planning and reporting obligations under the UNFCCC.

(c) Finally, in support of the Cancun agreements reached in December 2010 under the UNFCCC, UNEP will work with UNDP and FAO (through the UN REDD programme) and with other partners. UNEP will also work in coordination with relevant conventions including the biodiversity related MEA secretariats (e.g. the CBD, CMS, the Ramsar Convention) across the three major forested regions worldwide to support the development of national REDD+ strategies and finance approaches. The UN-REDD programme is a collaborative partnership of FAO, UNDP and UNEP with the objective of supporting countries on the implementation of REDD+. The work is divided among the agencies based on comparative advantages and as such, UNEP focuses on work related to REDD+, ecosystem services, biodiversity and the green economy. REDD+ includes the following five activities as defined in the Cancun Agreements: (i) reducing emissions from deforestation; (ii) reducing emissions from forest degradation (iii) conservation of forest carbon stocks; (iv) sustainable management of forests (v) enhancement of forest carbon stocks. UNEP's work on REDD+ is aimed at reducing emissions from deforestation and forest degradation by generating funding that can be used by communities to improve sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways, and support the conservation of biological diversity and livelihoods. UNEP will inter-alia support high-level political dialogues relating to the UNFCCC and [the UN Convention on Biological Diversity \(CBD\)](#) processes, support to stakeholders in achieving the Aichi biodiversity targets, and engage with the private sector to discuss REDD+ as an instrument for climate change mitigation and adaptation, as well as sustainable development and biodiversity conservation. Strengthening the scientific basis for decision-making and improving outreach to targeted audiences will be key pillars in this strategy. At the national level, UNEP will support the development of national REDD+ strategies and the implementation of readiness programmes, and develop tools and guidance on identifying and contributing to environmental and social safeguards.

External factors:

The expected accomplishments and outputs of the subprogramme are in line with the UNFCCC negotiation priorities in the areas of independent, scientific information on bridging the gap to the two degree path, climate technology and finance, adaptation and REDD. If, however, priorities change or if specific requests are received for UNEP support, then UNEP will revisit its proposed activities. UNEP is following the negotiations closely and will continue to hold periodic coordination meetings with the UNFCCC Secretariat. UNEP is also closely following and supporting the methodological work of the IPCC.

Results of IPCC assessments inform UNEP's priorities within its climate change programme. UNEP DEWA is the focal Division for interactions with the IPCC and participates in all IPCC plenary sessions. The Deputy Director of the IPCC Secretariat is a UNEP staff member and entrusted with ensuring close coordination. UNEP staff periodically participates as authors or reviewers of IPCC assessments and special reports. The outreach of many of these reports is also supported by UNEP and the ED's Spokesperson. UNEP's interventions all involve work with and through partners. Political risk through changing country priorities due to changes in government will be addressed by working, from the outset, with different parts of society in a given country, including civil society and the private sector to build a larger support and momentum that would safeguard our work from such changes. Economic risks include the global economic and financial crisis that the world is currently facing and which may impact the implementation capacity of countries as well as the possibility to attract funding for the PoW. Of specific relevance to the mitigation work are oil price, carbon price and mitigation technology costs. All three factors directly influence the political and financial ability of key actors in government and private sector to act. Innovative policy and finance instruments will build on trends and need to build in some flexibility to address fluctuations.

Expected accomplishments	Indicators of achievement
(a) Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	<p>a) i) Increase in the number of countries implementing ecosystem-based and other supporting adaptation approaches as a result of UNEP's support</p> <p><i>Unit of Measure: Number of countries implementing ecosystem-based approaches, and other approaches with UNEP support</i> <i>Dec. 2011 (baseline): 14</i> <i>Dec. 2013 (estimate): 22</i> <i>Progress expected as at Dec 2014: 25</i> <i>Dec. 2015 (target): 28¹⁰</i></p> <p>ii) Increase in number of countries incorporating ecosystem-based and supporting adaptation approaches in key sectoral and development plans, with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries incorporating ecosystem-based and other supporting adaptation approaches, in key sectoral and development plans with UNEP support, that are adopted or submitted for adoption.</i> <i>Dec. 2011 (baseline): 4</i> <i>Dec. 2013 (estimate): 8</i> <i>Progress expected as at Dec 2014: 12</i> <i>Dec. 2015 (target): 16</i></p>
(b) Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways	<p>b) i) Increase in number of countries implementing new renewable energy and/or energy efficiency initiatives with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries implementing new renewable energy and/or energy efficiency initiatives with UNEP support</i> <i>Dec. 2011 (baseline): 4</i> <i>Dec. 2013 (estimate): 12</i> <i>Progress expected as at Dec 2014: 20</i> <i>Dec. 2015 (target): 35</i></p>

¹⁰ Note that several activities are being supported within the same countries. These countries are counted only once as contributing to the indicator explaining why the value is not reflecting this increase in support provided. This is in line with the flagship approach of seeking to focus support provided in fewer countries and have more impact and of promoting up-scaling and replication of successful initiatives by partners in other countries.

Expected accomplishments	Indicators of achievement
	<p>ii) Increase in number of finance institutions demonstrating commitment of resources to clean technology investments as a result of UNEP's supports</p> <p><i>Unit of Measure: Number of UNEP targeted finance institutions and other private sector investors demonstrating commitment of resources through written statements</i> <i>Dec. 2011 (baseline): 20</i> <i>Dec. 2013 (estimate): 40</i> <i>Progress expected as at Dec 2014:50.</i> <i>Dec. 2015 (target):60</i></p>
(c) Transformative REDD+ strategies and finance approaches are developed and implemented by developing countries that aim at reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods	<p>c) (i) Increase in number of countries adopting and implementing REDD+ strategies incorporating multiple benefits with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries supported by UNEP that are adopting and implementing REDD+ strategies</i> <i>Dec. 2011 (baseline): 4</i> <i>Dec. 2013 (estimate):7</i> <i>Progress expected as at Dec 2014:12</i> <i>Dec. 2015:15</i></p>

Causal Relationship

The main objective of this subprogramme is to strengthen the ability of countries to move onto climate-resilient and low emission pathways for sustainable development and human well-being. UNEP will work on three priority themes. In order to help countries move towards climate-resilient pathways, UNEP will work on equipping people and countries to cope with observed and anticipated impacts, to reduce their vulnerabilities and to increase their resilience. It will take an approach that is focused on strengthening the resilience of ecosystems and of their services in the face of climate change impacts. The different services provided by UNEP towards this goal are complementary and building on each other. They are based on UNEP's expertise in this area and also reflect an increasing demand by vulnerable countries for these types of services. They are as follows:

- UNEP will support countries in conducting vulnerability and impact assessments in order to inform the process of identifying priority areas of interventions. It will furthermore help develop and test methods, tools and guidelines for ecosystem based adaptation and supporting approaches, which will also be disseminated through knowledge networks. These will help guide planners and decision makers in their adaptation strategies. This work will also provide a knowledge base for the EBA pilot demonstrations. UNEP will support the implementation of EBA pilot demonstrations aimed at increasing resilience and will generate information on cost and benefits of different EBA approaches helping to accelerate the learning process. These pilots will be based on specific vulnerability and impact assessments and the lessons of these will also be disseminated through the knowledge networks. UNEP will work closely with partners to foster the up-scaling of successful demonstration projects. The results of these pilots will directly count towards the first EA indicator.
- In contribution to the second indicator, UNEP will support countries in mainstreaming EBA and adaptation approaches into their national, sectoral policies, plans and strategies and help develop legal and regulatory frameworks. This mainstreaming approach will also be informed by the results from the supported assessments and demonstrations.
- To help finance the adaptation needs of vulnerable countries, UNEP will continue supporting

Expected accomplishments	Indicators of achievement
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countries in accessing different adaptation funding windows and strengthen capacities to access finance directly. It will work with the private and the public sector in that regard.

- UNEP will support the UNFCCC climate negotiation process and countries in complying with their reporting and planning commitments hereunder. This support will also include the mainstreaming process.

In order to help countries to move onto low emission pathways for sustainable development and human well-being, UNEP will help countries to strengthen individual and institutional capabilities in low emission development planning and in sectors that have been identified as contributing significantly to GHG emissions, notably the energy sector as well as industry, transport, housing, food and agriculture, and appliances, to reduce energy intensity and demand as well as bring about a shift to renewable energy. This is in line with the UN Secretary General's Sustainable Energy for All Initiative, which has three complementary goals to be attained by 2030: universal access to modern energy, doubling the share of renewable energy in the global energy mix and doubling the global rate of improvement in energy efficiency. UNEP will address the different elements of the climate action continuum, from science to policy, technology and finance, with a specific focus on the interface between these elements.

- UNEP will provide technical support to countries in developing national mitigation plans and actions based on sound climate science and economic evidence for low emission development. It will help preparing the conditions for the successful adoption of clean technologies for low-emission development. The establishment of technology, policy and finance networks and partnerships will help UNEP disseminate knowledge on effective technologies and mechanisms and will strengthen UNEP's ability to provide advisory services to countries.
- UNEP will also help countries reduce emissions of short lived climate pollutants (SLCP) by supporting a coalition of countries and partners that are increasing awareness, knowledge and undertaking mitigation actions. Reducing SLCP will provide significant benefits through improved air quality, a slowing of near-term climate change, and support sustainable development.
- Finally, UNEP will support countries monitoring, reporting and planning commitments under the UNFCCC.

The third priority area is REDD+. To help countries adopting and implementing national REDD+ strategies that incorporate multiple benefits, UNEP will develop tools and provide technical services that incorporate multiple benefits of REDD+ including green economy approaches. It will also support development and implementation of national REDD+ strategies. Finally, UNEP will help establish strategic partnerships for transformative land management approaches to achieve emission reductions from avoided deforestation and forest degradation by addressing key drivers of deforestation especially from agriculture and other land use sectors taking into account environment and social considerations such as biodiversity.

Outputs planned for the biennium in pursuit of Expected Accomplishment (a): Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts			
PoW Output	Division accountable¹¹	Contributing Division/s	Scope¹²
1. Technical support provided to countries to develop and pilot methods and tools and dissemination of these through knowledge networks along with research results, lessons learnt and good practices	DEPI	DRC DEWA	Global/ Regional
2. Technical support provided to countries to implement ecosystem-based adaptation (EBA) demonstrations and supporting adaptation approaches, and to up-scale these through partnerships at regional and country level	DEPI	DRC	Regional
3. Support provided to integrate EBA and supporting adaptation approaches into national and sectoral development policies, plans and strategies, and develop legal and regulatory frameworks	DRC	DEPI DELIC	Regional
4. Technical support provided to countries to address UNFCCC adaptation planning and reporting requirements	DEPI	DRC DELIC	Global/Regional
5. Support provided to countries to improve access to public and private global, regional and national adaptation finance, strengthen readiness for deploying finance and apply innovative finance mechanisms	DEPI	DRC	Global/Regional
6. Outreach and awareness raising promoted for adaptation-related science, practices, policies, UNEP initiatives including for climate change negotiations.	DCPI	DRC DEPI DELIC	Global

¹¹ Also, assigning a Division accountable for the delivery of a PoW output does not imply that it will deliver this output on its own. It may work with one or more Divisions (including Regional Office), Collaborating Centre or external partners, in the actual delivery of a PoW output.

¹² State 'global', 'regional' or 'global/regional' depending on whether the output will be delivered primarily at global level (global) or whether it will be delivered at regional or national levels (regional), or will have global and regional/national dimensions (global/regional).

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways			
PoW Output	Division accountable	Contributing Division/s	Scope
1. Support provided to a coalition of countries and partners to foster increased awareness, knowledge and mitigation actions on Short Live Climate Pollutants	DTIE	DEWA DELIC	Global
2. Scientific knowledge generated on emerging issues relevant to low emission development decision making and policy	DEWA	DTIE	Global
3. Tools and approaches designed and piloted in countries to develop mitigation plans, policies, measures, and low emission development strategies, and spur investment and innovation within selected sectors in a manner that can be monitored, reported and verified	DTIE	DELIC DEWA DRC	Global/Regional
4. Technical support provided to countries and partners to plan and implement sectoral initiatives and to make renewable energy and energy efficiency projects affordable and replicable	DTIE	DRC	Global/Regional
5. Technical support provided to countries to address UNFCCC monitoring and reporting requirements and to mainstream their results into national development planning processes in collaboration with UNCTs country teams and partners	DRC	DTIE DRC DELIC	Global/Regional
6. Technical support provided to the climate technology center established under the UNFCCC and partnerships and multi-stakeholder networks facilitated to stimulate and encourage the development and transfer of climate technologies	DTIE	DRC DEPI DELIC	Global/Regional
7. Outreach and awareness raising promoted for mitigation-related science, practices, policies, and UNEP initiatives including for climate change negotiations	DCPI	DTIE DEWA DRC DELIC	Global

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): Transformative REDD+ strategies and finance approaches are developed and implemented by developing countries that aim at reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods			
PoW Output	Division accountable	Contributing Division/s	Scope
1. Support provided, in partnership, to countries to develop and implement national REDD+ strategies, incorporating multiple benefits and green investments	DEPI	DRC DTIE	Global/Regional
2. Tools developed and technical services provided for promoting multiple benefits, green economy and green investments approaches in REDD+ planning	DEPI	DCPI DEWA DELC DTIE	Global
3. Global, regional and national strategic partnerships established for transformative land management approaches to achieve emission reductions from deforestation and forest degradation by addressing key drivers of deforestation, especially from agriculture and other land use sectors	DEPI	DRC	Global/Regional

Resource requirements

Table 10:

Resource projections by category: climate change

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	20,273	(161)	20,112	71	(3)	68
Non-post	10,515	8,884	19,399			
Subtotal, A	30,788	8,723	39,510	71	(3)	68
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	81,276	(2,857)	78,419	56	5	61
Subtotal, B	81,276	(2,857)	78,419	56	5	61
C. Programme support costs						
Programme support costs	1,020	(1,020)	-			
Subtotal, C	1,020	(1,020)	-	-	-	-
D. Regular budget						
Post	1,036	3,416	4,451	3	10	13
Non-post	47	399	445			
Subtotal, D	1,082	3,814	4,896	3	10	13
Grand total (A+B+C+D)	114,165	8,660	122,825	130	12	142

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 11

Resource projections by organizational unit: climate change

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	3,360	(768)	2,592	13	(4)	9
Non-post	1,072	349	1,421			
(ii) Other funds	6,837	(4,804)	2,032	4	0	4
Subtotal, A	11,268	(5,223)	6,046	17	(4)	13
B.DELC						
(i) Environment Fund						
Posts	1,175	707	1,882	6	-	6
Non-post	368	1,014	1,381			
(ii) Other funds	1,061	580	1,641	1	1	2

Subtotal, B	2,604	2,301	4,905	7	1	8
C.DEPI						
(i) Environment Fund						
Posts	1,756	3,169	4,925	5	10	15
Non-post	778	4,173	4,951			
(ii) Other funds	7,268	12,679	19,946	7	6	13
Subtotal, C	9,802	20,020	29,822	12	16	28
D.DTIE						
(i) Environment Fund						
Posts	6,158	(499)	5,659	18	-	18
Non-post	3,088	5,176	8,263			
(ii) Other funds	64,152	(7,679)	56,474	39	9	48
Subtotal, D	73,398	(3,002)	70,396	57	9	66
E.DRC						
(i) Environment Fund						
Posts	6,580	(2,234)	4,347	26	(9)	17
Non-post	4,489	(1,958)	2,531			
(ii) Other funds	3,713	(1,689)	2,025	7	(3)	4
Subtotal, E	14,783	(5,880)	8,902	33	(12)	21
F.DCPI						
(i) Environment Fund						
Posts	1,244	(537)	706	3	0	3
Non-post	720	131	851			
(ii) Other funds	347	850	1,197	1	1	2
Subtotal, F	2,310	444	2,754	4	1	5
Grand Total (A+B+C+D+E+F)	114,165	8,660	122,825	130	12	142
(i) Total Environment Fund	30,788	8,723	39,510	71	(3)	68
(ii) Total Other funds	83,377	(63)	83,315	59	15	74
Grand Total	114,165	8,660	122,825	130	12	142

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 2. Disasters and conflicts

Objective:

To promote a transition within countries to sustainably use natural resources and reduce environmental degradation to protect human well-being from the environmental causes and consequences of disasters and conflicts

Strategy:

Responsibility for the coordination of the Disasters and Conflicts subprogramme rests with the Director of the Division of Environmental Policy Implementation (DEPI), who also leads UNEP's work on ecosystem management and climate change adaptation, allowing for synergies to be leveraged between the three closely related fields. Within the existing mandates of UNEP, including that provided by UNEP ~~G~~**Governing Council** Decision 26/15, and without duplicating the efforts of other organizations responsible for conflict and disaster response or prevention, the subprogramme will work through strategic partnerships to support countries and communities to protect human well-being and contribute to sustainable development by addressing the environmental dimensions of disasters and conflicts as follows:

(a) UNEP will provide early warning and risk assessments, policy guidance and training to enable requesting Governments to use sustainable natural resource management to reduce the risk of disasters and conflicts, and better prepare for their environmental implications. . In particular, UNEP will seek to demonstrate the role that improved ecosystem management can play in achieving ~~hazard-risk~~ reduction, exposure and vulnerability reduction, and enhanced local resilience; and will work to catalyze uptake by countries and UN partners of an ecosystem-based approach to disaster risk reduction. Building upon its track record in countries, UNEP will also be available – upon request – to help stakeholders use the environment as a platform for cooperation to reduce the risk of disasters and conflicts. UNEP will leverage impact through partnerships with key organizations in the UN system and broader international community, which are critical to extending its capacity and up-scaling results, notably by mainstreaming environmental best practice into their own policy and planning processes. Such partners include the UN Development Programme (UNDP), UN International Strategy for Disaster Reduction (ISDR), the Partnership on Environment and Disaster Risk Reduction (PEDRR) comprising IUCN, WWF and the United Nations University, among others, the World Bank, the UN Department ~~offer~~ Political Affairs (DPA), the UN Inter-agency Framework for Coordination on Preventive Action, the UN Peacebuilding Commission, the Organization for Security and Cooperation in Europe (OSCE), the European Union, the Advisory Group on Environmental Emergencies (AGEE), ~~the UN Food and Agriculture Organization (FAO)~~ and the UN Educational, Scientific and Cultural Organization (UNESCO) as well as regional institutions and national partners. Moreover, an internal coordination platform will be established to harness the synergies between the work on biodiversity conservation and ecosystem services, ecosystem-based adaptation approaches to climate change and ecosystem-based approaches to disasters risk reduction; foster joint transformative projects where warranted; ensure cross-fertilization and exchange of knowledge and lessons learned; and avoid duplication and overlap.

(b) UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the sub-regional, national and sub-national levels, upon direct request from governments or through mechanisms such as humanitarian response clusters, early recovery programmes, and post-crisis needs assessments. To implement this strategy, UNEP will assess acute environmental risks from disasters and conflicts, and provide early warning to minimize any adverse impacts on human life and the environment; integrate environmental considerations into relief and recovery programmes; and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. Together with UN ~~CTs~~ **Country Teams** and other partners, UNEP will provide policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at the national and sub-regional

levels in order to support economic recovery and the creation of green jobs in the context of sustainable development. UNEP will also, where requested, be available to help stakeholders use the environment as a platform for cooperation in the context of recovery and reconstruction. The strong partnerships established over the last 15 years with key humanitarian, development and peace and security actors and the international community at large, will serve as the cornerstone of UNEP's approach, ensuring not only that environmental considerations are integrated into the support provided to countries affected by disasters and conflicts, but also that results are sustained and up-scaled. Key partners include [AGEE](#), the Office for the Coordination of Humanitarian Affairs (OCHA), the UN Development Programme (UNDP), the UN Peacebuilding Commission, the UN Department of Peacekeeping Operations (DPKO), the UN Department of Field Support (DFS), the World Bank, the European Union, ~~the Advisory Group on Environmental Emergencies (AGEE)~~, the secretariats of relevant MEAs, such as the Basel Convention as well as regional and national partners.

External factors:

The subprogramme is expected to achieve its expected accomplishments provided that members states demonstrate the political will and commitment to address the environmental dimensions of disasters and conflicts; that levels of funding allocated to the subprogramme are sufficient to meet the environmental priorities of countries – particularly by sustaining UNEP presence in the field; and that major international policy processes occurring during the period – such as the post-2015 development framework and the post-Hyogo framework of action on disaster risk reduction– are conducive to both UN and member state support for addressing the environmental causes and consequences of disasters and conflicts.

Expected accomplishments	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved	<p>a) Increase in the percentage of countries vulnerable to disasters and/or conflicts that progress at least two steps in the country capacity framework¹³ for natural resource and environmental management, with the assistance of UNEP</p> <p><i>Unit of Measure: Percentage of countries vulnerable to disasters and conflicts that UNEP has assisted that progress a minimum of two steps in the country capacity framework*</i></p> <p><i>Dec. 2011 (baseline): 75 % of countries assisted by UNEP since Jan. 2010</i></p> <p><i>Dec. 2013 (estimate): 90 % of countries assisted by UNEP since Jan. 2010</i></p> <p><i>Progress expected as at Dec 2014: 95%; Dec. 2015: 100%</i></p> <p>a)ii) Increase in the number of UN policies, guidelines, programmes and training courses on conflict or disaster risk reduction that integrate best practices in the sustainable management of natural resources in fragile States and vulnerable regions, based on UNEP reports and inputs</p> <p>Unit of Measure: Number of UN policies, guidelines, programmes and training courses on conflict or disaster risk reduction integrating best practices in the sustainable management of natural resources in fragile States and vulnerable regions, based on UNEP reports and inputs</p> <p><i>Dec. 2011 (baseline): 10</i></p> <p><i>Dec. 2013 (estimate): 15</i></p> <p><i>Progress expected as at Dec 2014: 17; Dec. 2015: 20</i></p>
(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved	<p>b) Increase in the percentage of countries affected by disasters and/or conflicts that progress at least two steps in the country capacity framework for natural resource and environmental management, with the assistance of UNEP</p> <p><i>Unit of Measure: Percentage of countries affected by disasters and conflicts that UNEP has assisted that progress a minimum of two steps in the country capacity framework *</i></p> <p><i>Dec. 2011 (baseline): 75 % of countries assisted by UNEP since Jan. 2010</i></p> <p><i>Dec. 2013 (estimate): 90 % of countries assisted by UNEP since Jan. 2010</i></p> <p><i>Progress expected as at Dec 2014: 95%; Dec. 2015: 100%</i></p>

¹³ UNEP will measure progress in achieving the Expected Accomplishments using a composite indicator based on a country capacity framework. This framework, which is based on 15 years of experience in some 50 countries affected by disasters and conflicts, allows for the measurement of progress in six different categories of capacity for environment and natural resource management at the national level: (i) access to information and availability of data, (ii) policy and planning, (iii) laws, (iv) institutions, (v) implementation and enforcement capacity, and (vi) public participation in decision-making. In each of the six categories, there are six steps that reflect a gradual expansion of capacity.

Causal Relationship

The main objective of this subprogramme is to promote the sustainable use of natural resources as a means of protecting human well-being from the environmental causes and consequences of disasters and conflicts. To accomplish this goal, UNEP will work with countries that are vulnerable to or affected by disasters and conflicts – as well as with the UN entities that support them – to build their capacity to address environmental risk factors and capitalize on opportunities through integrated natural resource management approaches that contribute to inclusive and sustainable economic growth, social equity and improved environmental conditions. In order to cater to the broad range of existing needs, UNEP will focus its capacity development efforts on both vulnerable countries – focusing on prevention, risk reduction and preparedness (Expected Accomplishment 1) – and “post-crisis” countries – supporting environmentally sustainable recoveries that contribute to long-term peacebuilding and economic and social development (Expected Accomplishment 2). It is important to note that all services will be delivered upon request.

Expected Accomplishment 1: Lack of data and understanding of critical environmental factors that can contribute to conflicts and disasters constitutes a major impediment to addressing them. Filling the knowledge gap is therefore a key building block to capacity development in this area. Assessments identifying risk factors linked to the environment and natural resource use will help establish a common knowledge base upon which to develop and implement support strategies for *disaster and conflict risk reduction*. Such strategies will seek to respond to the range of specific needs and priorities at the country level, including through policy guidance, technical support, training for national authorities and civil society and facilitating environmental cooperation. Field projects will also be used to demonstrate the value of sustainable natural resource management as a risk reduction tool, and catalyze coordinated uptake of relevant approaches by national and UN partners on the ground (Output 1). Working hand in hand with key UN system partners for disaster risk reduction, conflict prevention and peacebuilding and the international community at large to build their internal capacity to understand and address environmental risk factors will be critical to catalyzing practical action on the ground, ensuring system-wide coordination on these issues and upscaling the application of successful approaches. In addition to working to reduce the risk that environmental factors could contribute to triggering or worsening disasters and conflicts, UNEP will seek to improve the *preparedness* of countries to address the environmental impacts of natural and man-made disasters, including industrial and technological accidents. Again, building a solid information base on key environmental risks for human health and livelihoods, training on relevant preparedness tools and technical assistance in developing emergency preparedness strategies will form the cornerstone of capacity development in this area (Outputs 2 and 3). Finally, targeted outreach will be critical to disseminating lessons learned and best practices and catalyzing interest and uptake of new approaches in a wider range of countries (Output 4).

Expected Accomplishment 2: In post-crisis situations, environmental risks and needs are often ignored or misunderstood due to the many immediate priorities facing affected countries and the international community. Yet deferred action or poor choices made early on are easily locked-in, establishing unsustainable trajectories of recovery that can undermine the fragile foundations of peace. Outputs under Expected Accomplishment 2 aim to support countries and relevant UN system partners to build capacity for identifying environmental priorities and ensuring that these are addressed as part of recovery and peacebuilding programmes. Immediately following a conflict, UNEP will mobilize and coordinate the expertise needed to identify and mitigate acute environmental risks for human health (Output 1). Conducted together with national authorities, these rapid assessments will also serve to establish the need for detailed field-based scientific studies analyzing environmental impacts on human wellbeing, livelihoods and security for a wide range of sectors (Output 2). Systematically conducted together with national experts and authorities, these comprehensive assessments will build country-level capacity in two ways: (i) national experts will learn to use and replicate state-of-the-art scientific assessment methodologies for a broad range of environmental sectors; and (ii) critical baseline data on the state of the environment in the country will be collated for use in recovery and development planning, as well as future environmental assessments. Targeted technical assistance and institutional support, involving a tailor-made mix of services, will then be offered to build national capacity to address the environmental needs and priorities identified through the assessment process (Output 3). Such services could encompass support for environmental governance and legislation, clean-up of sites damaged by conflicts and disasters, pilot projects aimed at demonstrating sustainable management approaches, and

technical assistance on green economy policies that could support long-term recovery and socio-economic development in conflict and disaster-affected countries [in the context of sustainable development and poverty eradication](#). Partnerships with UN system actors on the ground constitute a foundational element of the approach, not only ensuring that UNEP resources are used efficiently, but also that capacity is built for sustainable resource management capacity is built throughout the system and that successful approaches are taken up and upscaled. This will also foster system-wide coordination and the sustainability of investments in environmental recovery.

Outputs planned for the biennium in pursuit of Expected Accomplishment (a): The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved			
PoW Output	Division accountable	Contributing Divisions	Scope
1. Risk assessments and policy support delivered to countries, regions and UN partners, in order to catalyze environmental cooperation, system-wide coherence and practical mitigation action to address environmental factors contributing to disaster and conflict risk	DEPI	DEWA DRC	Global/ Regional
2. Risk information and training provided to countries in order to improve national preparedness to respond to and mitigate acute environmental risks caused by conflicts and disasters	DEPI	DRC DTIE DEWA	Global/ Regional
3. Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to respond to and mitigate environmental risks caused by industrial accidents	DTIE	DRC DELC DEPI	Global/ Regional
4. Outreach tools developed for raising awareness of the environmental dimensions of disasters and conflicts and promoting the sound management of natural resources as a tool for disaster and conflict risk reduction in vulnerable countries	DCPI	DEPI DRC	Global

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved			
PoW Output	Division accountable	Contributing Divisions	Scope
1. Technical assistance rapidly mobilized and coordinated to identify immediate environmental risks to human health stemming from disasters and conflicts and catalyze mitigating action by affected countries and UN partners	DEPI	DRC	Regional
2. Comprehensive field-based scientific assessments conducted in post-crisis countries to identify and integrate environmental risks and opportunities into recovery and peacebuilding strategies	DEPI	DRC DEWA	Regional
3. Policy support and technical assistance provided to post-crisis countries and UN partners to increase the environmental sustainability of recovery and peacebuilding programmes	DEPI	DRC DTIE	Regional

and catalyze environmental action, uptake of green economy approaches and the development of environmental legislation		DELIC	
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Resource requirements

Table 12:

Resource projections by category: Disasters and conflicts

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	7,178	2,915	10,093	26	12	38
Non-post	3,277	4,517	7,794			
Subtotal, A	10,454	7,432	17,886	26	12	38
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	39,233	(17,048)	22,185	19	6	25
Subtotal, B	39,233	(17,048)	22,185	19	6	25
C. Programme support costs						
Programme support costs	1,752	(1,752)	-			
Subtotal, C	1,752	(1,752)	-	-	-	-
D. Regular budget						
Post	426	2,103	2,529	2	6	8
Non-post	111	142	253			
Subtotal, D	537	2,245	2,782	2	6	8
Grand total (A+B+C+D)	51,977	(9,124)	42,853	47	23	70

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 13:

Resource projections by organizational unit: Disasters and conflicts

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	2,834	(1,392)	1,443	10	(4)	6
Non-post	950	(159)	791			
(ii) Other funds	-	91	91	-	0	0
Subtotal, A	3,784	(1,459)	2,325	10	(4)	6
B.DELC						
(i) Environment Fund						
Posts	-	513	513	-	3	3
Non-post	-	376	376			
(ii) Other funds	-	249	249	-	0	0
Subtotal, B	-	1,137	1,137	-	3	3
C.DEPI						
(i) Environment Fund						
Posts	2,042	808	2,850	5	3	8
Non-post	965	1,901	2,865			
(ii) Other funds	31,998	(10,653)	21,344	20	8	28

Subtotal, C	35,004	(7,944)	27,060	25	11	36
D.DTIE						
(i) Environment Fund						
Posts	50	218	268	-	1	1
Non-post	14	378	391			
(ii) Other funds	7,507	(7,112)	394	-	-	-
Subtotal, D	7,571	(6,517)	1,054	-	1	1
E.DRC						
(i) Environment Fund						
Posts	2,069	2,232	4,300	9	8	17
Non-post	1,319	1,184	2,504			
(ii) Other funds	1,910	292	2,201	-	2	2
Subtotal, E	5,298	3,707	9,005	9	10	19
F.DCPI						
(i) Environment Fund						
Posts	183	536	719	2	2	4
Non-post	29	837	866			
(ii) Other funds	109	578	687	1	1	2
Subtotal, F	321	1,952	2,272	3	3	6
Grand Total (A+B+C+D+E+F)	51,977	(9,124)	42,853	47	23	70
(i) Total Environment Fund	10,454	7,432	17,886	26	12	38
(ii) Total Other funds	41,523	(16,556)	24,967	21	12	33
Grand Total	51,977	(9,124)	42,853	47	23	70

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 3. Ecosystem management

Objective:

To promote a transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainably and equitably among countries

Strategy:

Responsibility for the coordination of the subprogramme on ecosystems management rests with the Director of the Division of Environmental Policy Implementation. UNEP's goal is to catalyze use by countries of an integrated ecosystem approach that integrates the management of land, water and living resources to conserve biodiversity and sustain ecosystem services for development and poverty reduction, as articulated in Decision V/6 of the CBD, building on participatory approaches and the use of traditional knowledge. Note: Decision V/6 of the CBD calls on Parties, governments and international organizations to implement the "ecosystem approach" as appropriate – there is no single way to implement the ecosystem approach, as it depends on local, provincial, national, regional or global conditions. Notwithstanding the need to tailor the ecosystem approach to varying circumstances, it will involve not only the direct management of specific ecosystems, but also addressing both the direct and indirect drivers of change, such as the negative impact of human activities on sensitive ecosystems. UNEP is placing particular emphasis on 'working with nature' to improve human well-being and address pressing challenges associated with ~~growing populations~~, climate change and natural hazards that may lead to disasters. In this context, there is significant complementarity between the respective subprogrammes dealing with the conservation of biodiversity and ecosystem services, ecosystem-based approaches to adaptation to climate change, and ecosystem-based approaches to disaster risk reduction. Every effort will be made to ensure synergies between the respective subprogrammes and avoid duplication of effort.

Ensuring a regional balance, UNEP will work with the biodiversity related MEA secretariats, ~~secretariats of other MEAs whose actions affect ecosystems~~, and through long-term partnerships with key actors working on ecosystem management including Biodiversity International, FAO, UNDP, the International Fund for Agricultural Development (IFAD), IUCN, the International Water Management Institute (IWMI), UNDP, the World Bank, World Wide Fund for Nature (WWF) and other Millennium Ecosystem Assessment partners and will leverage impact through its role as an Implementing Agency in the GEF to support countries to achieve the Aichi biodiversity targets and reverse the ongoing decline in biodiversity and ecosystem services resulting from phenomena such as habitat degradation, invasive species, climate change, pollution and over-exploitation, and upscale successful approaches, as follows:

(a) UNEP will work to enhance the conceptual basis and implementation of the ecosystem approach within planning, management and decision-making frameworks that affect biodiversity, the ecosystem services of terrestrial and freshwater ecosystems and the provision of key services and benefits from those systems. In doing so, UNEP will seek to contribute to the challenge of feeding a growing global population in a sustainable manner, promoting proper conservation and management of biodiversity and related ecosystems and broader governance reforms that, in turn, promote or enable collaborative, participatory, cross-sectoral approaches to maintain biodiversity, ecosystem services and productivity of interdependent landscapes, ecosystems and species. Particular emphasis will be given to conserving biodiversity and in parallel maintaining the ecosystem services important for human well-being, development and provisioning, especially in relation to food security and water ~~(quantity and quality)~~. Special attention will also be given to equity issues including, but not limited to, access and benefit-sharing and how vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship.

(b) UNEP will also work to develop cross-sectoral policy-making and management frameworks and methodologies to implement ecosystem-based management and related multilateral frameworks in order to sustain marine and coastal biodiversity and ecosystem services, particularly

food provisioning. While the impacts of human activities on terrestrial and freshwater ecosystems have a direct link into marine ecosystems, a separate expected accomplishment is established because while EA (a) requires primarily national scale interventions, EA (b) includes work that will cut across national maritime boundaries and interventions are dependent on requests from the concerned countries. This will include managing human activities negatively impacting on coastal and marine ecosystems, particularly coral reefs. Continuing to draw attention to the dynamic relationship between land-based activities and the health of coastal habitats and the world's seas and oceans. UNEP will assist countries and regional bodies to customize and apply ecosystem management through piloting, learning and transferring of good practices across different ecosystem contexts. UNEP will also support countries to adopt broader management reforms, involving participatory approaches and private-public partnerships, to maintain marine and coastal ecosystem services and their associated biodiversity. Attention will also be given to the issues of growing pressures from climate change, coastal development, resource extraction and pollution affecting communities, societies and biodiversity. In doing so, UNEP will build upon successful existing programmes and structures, such as the Regional Seas Conventions and Action Plans and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA).

(c) Finally, UNEP will support collaborative efforts aimed at strengthening the science-policy interface at global, regional and national levels. Noting the ecological, genetic, social, economic, scientific, educational, cultural, recreational and aesthetic values of biological diversity and its critical role in maintaining ecosystems that provide essential services, UNEP will assist countries to create the necessary institutional, legal and policy conditions to integrate ~~the value of~~ biodiversity and ecosystem services into their development planning, decision-making and budgetary allocations. Mainstreaming of pro-poor and ecosystem relevant environmental outcomes will be implemented in collaboration with the UNDP-UNEP Poverty and Environment Initiative (PEI). UNEP will also support countries in achieving MEA commitments, particularly the Aichi biodiversity targets. Particular attention will be given to assisting countries, upon request, to look for innovative ways of financing and to create favourable policy and institutional conditions for access and benefit sharing, in support of the Nagoya Protocol. Support will also be provided upon request by member states for the conservation of biodiversity through collaboration across landscapes or seascapes, including where appropriate, transboundary ones. UNEP will provide strong leadership in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) in collaboration with relevant bodies. Finally, UNEP will assist countries to meet their planning and reporting obligations under biodiversity-related MEAs. UNEP will engage with the CBD Secretariat to ensure UNEP's support to the implementation of the Strategic Plan for Biodiversity 2011-2020. UNEP will also ensure direct support to countries in implementing the plan and realizing the Aichi biodiversity targets is coordinated with the MEA secretariats.

External factors:

Governments attending the Rio+20 summit in June 2012 reaffirmed “ the need to achieve sustainable development by: promoting integrated and sustainable management of natural resources and ecosystems that supports inter alia economic, social and human development while facilitating ecosystem conservation, regeneration and restoration and resilience in the face of new and emerging challenges”. The subprogramme will achieve the expected accomplishments provided that requests for technical support to UNEP from member states to mainstream the ecosystem approach with national development processes will occur in this biennium; and that also member states demonstrate the political will and commitment to mainstream environmental issues in their national economic development agendas; that in addition levels of funding allocated to the subprogramme are sufficient to meet the environmental priorities of countries and that also programmes are aligned to UN country processes like UNDAF and PEI initiatives.

Expected accomplishments

Indicators of achievement

Expected accomplishments	Indicators of achievement
<p>(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased</p>	<p>a)(i) Increase in number of countries integrating the ecosystem approach with traditional sector-based natural resource management, with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries that demonstrate enhanced application of the ecosystem approach in traditional sector-based natural resource management</i> <i>Dec. 2011 (baseline): 13</i> <i>Dec. 2013 (estimate): 16</i> <i>Progress expected as at Dec 2014: +4, i.e. 20.</i> <i>Dec. 2015 (target): 24</i></p>
<p>(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased</p>	<p>b)(i) Increase in number of countries using the ecosystem approach to sustain ecosystem services from coastal and marine systems, with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries that demonstrate enhanced application of the ecosystem approach to sustain ecosystem services from coastal and marine systems</i> <i>Dec. 2011 (baseline): 7</i> <i>Dec. 2013 (estimate): 7</i> <i>Progress expected as at Dec 2014: 12</i> <i>Dec. 2015 (target): 16</i></p>
<p>(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity and ecosystem related MEAs</p>	<p>c) (i) increase in number of countries that integrate the ecosystem approach in development planning, with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries in which national development planning documents demonstrate enhanced application of ecosystem management approaches</i> <i>Dec. 2011 (baseline): 7</i> <i>Dec. 2013 (estimate): 7</i> <i>Progress expected as at Dec 2014: 10</i> <i>Dec. 2015 (target): 13</i></p> <p>(ii) Increase in number of countries that integrate priority ecosystem services into their national accounting and budgeting processes, with the assistance of UNEP</p> <p><i>Unit of Measure: Number of countries that integrate priority ecosystem services into national accounting and budgeting processes</i> <i>Dec. 2011 (baseline): 1</i> <i>Dec. 2013 (estimate): 3</i> <i>Progress expected as at Dec 2014: 5</i> <i>Dec. 2015 (target): 7</i></p>

Expected accomplishments	Indicators of achievement
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Causal Relationship

The transition among countries to integrating the management of land, water and living resources to provide ecosystem services sustainably and equitably will not necessarily be a linear process, nor will the pace of transition between the respective countries be uniform. The respective drivers and obstacles (i.e. causes) to this transition are both common among countries and variable to the extent that UNEP can develop and promote global or regional tools, while adopting a flexible approach that permits 'tailoring' to country or regional needs.

The interdependence with other subprogrammes is recognized, particularly with regard to the capacity of the ecosystem approach to build resilience and aid in adaptation to climate change and to contribute to disaster risk reduction. The success or otherwise of countries integrating the management of land, water and living resources will, inter alia, be a function of the:

- (1) the existence or otherwise of innovative and relevant initiatives, tools and approaches applying the ecosystem approach to real pressures threatening the delivery of ecosystem services by interdependent landscapes and seascapes (e.g. mountain ranges, arid and semi-arid zones, agricultural zones, river basins and archipelagos), ecosystems (e.g. wetlands, forests, estuaries and coral reefs) and species of national, regional or global significance;
- (2) the extent of sharing of data, knowledge and techniques, and the transfer of technology to those who are in a position to influence change at local, national and regional scales;
- (3) the engagement of relevant contributors to ecosystem management, including local governments and the private sector;
- (4) the capacity of planners and decision makers to collate and understand relevant scientific information for a given landscape or ecosystem; collect, analyze and incorporate community aspirations and ensure benefit sharing of ecosystem services; ~~establish market and non-market values for ecosystem services and~~ integrate data on ecosystem services ~~those w~~with existing national accounting and decision making systems; and design and implement management frameworks that are administratively efficient; and
- (5) the overarching governance framework (e.g. the legislation, institutions, economic models, multilateral obligations, etc) in which ecosystem management practitioners, including ministries of agriculture, fisheries, forestry, water, land use planning and environment, are required to operate.

The subprogramme seeks to address the causal relationships from both the top down, and the bottom up. From the top-down perspective, a number of the outputs emphasize interagency, multilateral and innovative public/private collaboration that will provide financing and an enabling environment for change to occur at regional and national scales. This collaboration will be built on the best available knowledge and an ongoing dialogue for which UNEP plays a key leadership role. From the bottom-up, a number of the outputs target the on-ground practitioners seeking to address immediate needs relating to specific ecosystems and landscapes. Emphasis is given to empowering these practitioners with an arsenal of tools and methods that reflect best practice, and the technical and other support needed to facilitate lasting change on the ground.

The respective outputs aim to address these elements as they relate to terrestrial, freshwater and marine ecosystems, placing particular emphasis on improving food security and water quality. The interdependence with other subprogrammes is also recognized, particularly with regard to the capacity of the ecosystem approach to build resilience and aid in adaptation to climate change.

EA1; is focused on terrestrial and aquatic ecosystems. UNEP recognises that even a complete understanding of the value of an ecosystem approach and meeting capacity building needs will not ensure application. National governments and regional institutions are often set up more sectorally. Application of the EA at the national level will require dedicated cooperation and collaboration between line ministries of *inter alia* environment, agriculture, water and forests but perhaps most importantly

Expected accomplishments**Indicators of achievement**

ministries of finance, planning and development. Ecosystem assessments identifying key drivers of change linked to the degradation of particular ecosystem services will help establish a common knowledge base upon which to develop and implement support strategies for prevention of ecosystem degradation and loss of ecosystem services in terrestrial and aquatic ecosystems. Such strategies will seek to respond to a wide range of specific needs at the country level, ranging from policy guidance to tools and training of national authorities, practitioners and civil society. Field projects will also be used to demonstrate the integrated land and water management approaches that help strengthen the resilience and productivity of terrestrial and aquatic systems, the conservation of biodiversity and the value of integrating ecosystem services into national development agenda by national and UN partners on the ground

EA 2: work will focus on marine and coastal ecosystems; these fragile ecosystems and are mostly affected by upstream land-based human activities, rapid urban technological development and increasing population pressure from the coastal areas leading to the degradation of ~~critical~~ ecosystems which provide essential ecosystem services. There is lack of information particularly on land-sea connections and most coastal developments occurring disregard this critical connection. The outputs will seek to fill the information gaps and will aim to support countries and relevant UN system partners to build capacity for identifying, assessing and mitigating key drivers of ecosystem degradation. The outputs will also promote the active management of human activities that pose a threat to coastal or marine biodiversity and ecosystem services in order to minimize their negative impact. Support will be based on request from member states in response to specific country priorities ranging from policy guidance tools, training of national authorities and civil society. Field demonstration projects will also be used to demonstrate the value of maintaining the productivity of coastal and marine ecosystems and how their respective ecosystem services could be used for development planning. It will provide a framework for moving from the conceptual basis for ecosystem approach into more practical application in local, national and regional planning. UNEP will build upon successful existing programmes, such as the Regional Seas Conventions and Action Plans and the ~~Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA)~~

EA 3: outputs will focus on the collaborative efforts aimed at strengthening the science-policy interface at global, regional and national levels and assisting countries to create the necessary institutional, legal and policy conditions to integrate goods and services ~~-including the market and non-market value of ecosystem services-~~ into their development planning, decision making and poverty reduction measures. Work will also provide support to countries using data from the valuation of ecosystem services to mainstream ecosystem services into development planning and decision-making processes. Upon request by member states, support will be provided to create favourable policy, legal and institutional conditions for access and benefit sharing as per the Nagoya Protocol. Support will also be provided upon request by member states for the conservation of biodiversity across landscapes or seascapes. In particular, support will be provided to countries in creating the enabling environment for the implementation of biodiversity-related MEAs, with a particular emphasis on the achievement of the Aichi biodiversity targets.

Outputs planned for the biennium in pursuit of Expected Accomplishment (a): Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased

PoW Output	Division accountable	Contributing Division/s	Scope
1. Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of critical ecosystems	DEPI	DEWA DCPI	Global
2. Tools, technical support and partnerships to improve food security and sustainable productivity in agricultural landscapes through the integration of the ecosystem approach.	DEPI	DRC DEWA DTIE	Global/Regional
3. Tools, technical support and partnerships to improve integrated water resource management including water quality using the ecosystem approach	DEPI	DRC DTIE DEWA	Regional
4. Partnerships are built and strengthened to catalyse the uptake of tools and approaches for establishing regional, national and sub-national frameworks, agreements, and policies for improved food security and management of terrestrial and freshwater ecosystems	DRC	DEPI	Global/Regional
5. Collaboration with the private sector through partnerships and pilot projects to integrate the ecosystem approach into sector strategies and operations is enhanced	DTIE	DEPI	Global/Regional

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Outputs planned for the biennium in pursuit of Expected Accomplishment (b): Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased

	Division accountable	Contributing Division/s	Scope
1. Methodologies, tools and global and regional policy frameworks that apply the ecosystem approach to sustain coastal and marine ecosystem services and productivity in particular food provisioning are developed and tested.	DEPI	DEWA DRC	Global
2. Technical support is provided to countries through the Regional Seas Programme to apply and integrate the ecosystem approach as well as global and regional policy frameworks to sustain ecosystem services, particularly food security, across relevant sectors.	DEPI	DRC DELC	Global/Regional
3. The GPA global partnerships on wastewater and marine litter developed and relevant catalytic actions identified and tested.	DEPI	DTIE DEWA DRC	Global
4. Support to countries for catalytic action to strengthen the GPA global	DRC	DEPI	Regional

partnerships and uptake of ecosystem management tools developed in output 1 in coastal areas in collaboration with Regional Seas.		DEL DTIE	
5. Innovative approaches developed and tested to enhance collaboration between coastal municipalities and the private sector for effective management of coastal ecosystem services through public and private sector strategies and operations	DTIE	DRC DEPI	Global/ Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity and ecosystem related MEAs			
	Division Accountable	Contributing Division/s	Scope
1. Cross-sector awareness and understanding of the importance of biodiversity and ecosystem services for sustainable development and poverty reduction is improved through technical support, partnerships and targeted outreach.	DEPI	DRC DEPI	Global
2. Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers.	DTIE	DEPI DRC DEWA	Global
3. Technical and capacity building support to: exchange knowledge, assess the impacts of alternative development options; and make science usable for effective management of biodiversity and ecosystem services.	DEPI	DEWA DRC	Regional
4. Technical support is provided to countries to test approaches for equity in ecosystem management and addressing access and benefit-sharing, development and climate change adaptation.	DEPI	DEL DRC	Global
5. Synergies between tools, approaches and multilateral initiatives on biodiversity, ecosystem resilience, climate change adaptation and disaster prevention identified and integrated with development planning, poverty reduction measures, strategic investment partnerships along with the ecosystem approach and national obligations for biodiversity and ecosystem -related MEAS.	DEL	DRC DEPI	Regional

Resource requirements

Table 14: Resource projections by category: Ecosystem management

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	24,284	(4,103)	20,181	95	(16)	79
Non-post	11,942	4,708	16,650			
Subtotal, A	36,226	604	36,831	95	(16)	79
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	116,244	(14,968)	101,275	62	1	63
Subtotal, B	116,244	(14,968)	101,275	62	1	63
C. Programme support costs						
Programme support costs	1,205	(1,205)	-			
Subtotal, C	1,205	(1,205)	-	-	-	-
D. Regular budget						
Post	1,877	3,721	5,599	7	10	17
Non-post	90	469	560			
Subtotal, D	1,968	4,191	6,159	7	10	17
Grand total (A+B+C+D)	155,642	(11,378)	144,265	164	(5)	159

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 15:

Resource projections by organizational unit: Ecosystem management

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	3,973	(442)	3,531	15	0	15
Non-post	1,332	604	1,936			
(ii) Other funds	8,356	(3,193)	5,164	4	(1)	3
Subtotal, A	13,662	(3,031)	10,631	19	(1)	18
B.DELC						
(i) Environment Fund						
Posts	2,479	124	2,603	9	1	10
Non-post	784	1,127	1,910			
(ii) Other funds	-	3,798	3,798	-	0	0
Subtotal, B	3,262	5,049	8,311	9	1	10
C.DEPI						
(i) Environment Fund						

Posts	8,500	(556)	7,944	37	(7)	30
Non-post	3,972	4,014	7,986			
(ii) Other funds	102,885	(22,533)	80,352	60	8	68
Subtotal, C	115,358	(19,075)	96,282	97	1	98
D.DTIE						
(i) Environment Fund						
Posts	-	708	708	-	2	2
Non-post	-	1,034	1,034			
(ii) Other funds	3,591	4,418	8,009	-	-	-
(iii) Other funds	3,591	6,161	9,752	-	2	2
E.DRC						
(i) Environment Fund						
Posts	8,716	(4,354)	4,362	31	(14)	17
Non-post	5,757	(3,217)	2,539			
(ii) Other funds	4,209	3,523	7,732	3	2	5
Subtotal, E	18,682	(4,048)	14,633	34	(12)	22
F.DCPI						
(i) Environment Fund						
Posts	616	417	1,033	3	2	5
Non-post	97	1,147	1,244			
(ii) Other funds	375	2,004	2,378	2	1	3
Subtotal, F	1,088	3,568	4,655	5	3	8
Grand Total (A+B+C+D+E+F)	155,642	(11,378)	144,265	164	(5)	159
(i) Total Environment Fund						
	36,226	604	36,831	95	(16)	79
(ii) Total Other funds						
	119,416	(11,982)	107,434	69	11	80
Grand Total	155,642	(11,378)	144,265	164	(5)	159

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 4. Environmental governance

Objective:

To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability in the context of sustainable development¹⁴

Strategy:

Responsibility for the coordination of the subprogramme on environmental governance rests with the Director of the Division of Environmental Law and Conventions. In addition to partnerships with a wide range of UN bodies and international and regional financial institutions, the successful delivery of this subprogramme will rest upon strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes within and outside of the UN system, which will be key to enhancing mutually supportive regimes between the environment and other related fields. Decisions of the ~~Governing Council~~ on international environmental governance and the outcomes of the deliberations on the institutional framework on sustainable development by the 2012 UN Conference on Sustainable Development (Rio+20), noted the need to strengthen UNEP and will provide further guidance in defining the direction of the subprogramme.

UNEP will work closely in partnership with the secretariats of relevant MEAs, ~~including Rio convention secretariats, and further through partners including~~ FAO, GEF, UNDP, the UN Institute for Training and Research (UNITAR), the UNESCO, UNIDO, the UN High Commissioner for Refugees (UNHCR), the Office of the High Commissioner ~~for~~ Human Rights (OHCHR), the UN Office of Legal Affairs (OLA), the World Bank, the Asian Development Bank, INTERPOL, the World Customs Union, the European Commission, the OECD, the International Labour Organization (ILO), the International Organisation of Supreme Audit Institutions (INTOSAI), ~~the World Conservation Union (IUCN)~~, the IUCN Law Commission and Academy, the International Network for Environmental Compliance and Enforcement (INECE), the International Development Law Organization (IDLO), the Stakeholder Forum, the Indigenous Peoples Forum, the Centre for International Environmental Law (CIEL), national enforcement authorities, national ministries, intergovernmental and non-governmental organizations, universities and academic institutions, research institutes and foundations, as well as regional and national partners.

Taking full account of the Rio Principles, UNEP's strategy in this area is as follows:

(a) To support coherent international decision-making processes for environmental governance, UNEP will assist the ~~Governing Council/GMEF~~ ~~Global Ministerial Environment Forum~~ to promote international cooperation in the field of the environment and set the global environmental agenda. UNEP will also provide support for enhancing cooperation and coordination across the UN system and among global and regional MEAs, such as between the biodiversity related MEAs, and between UNEP and those agreements, in support of their effective implementation, respecting the mandate of each entity. UNEP will together with relevant MEA secretariats and partners conduct an assessment of how the multilateral system, in particular the UN system, functions to support the implementation of MEAs, including the Aichi biodiversity targets for the biodiversity issue area, and other such priorities in other issue areas. Further this assessment will include specific consideration of how UNEP can strengthen its support to the implementation of MEAs. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance in the ~~Chief Executives Board for Coordination~~ ~~CEB~~ and other inter-agency forums, and make use of the ~~EMG~~ ~~Environmental Management Group~~ to promote coherent policies and joint action by all organizations and MEA secretariats.

(b) To catalyze international efforts to pursue the implementation of internationally agreed objectives and goals, UNEP will support the further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and

¹⁴ Given UNEP's mandate relates to the environmental dimension of sustainable development, the term "environmental sustainability" should be understood in this context.

commitments identified in the outcomes of UN summits and conferences, and that strengthen relevant institutions. In this context, in partnership with other UN institutions, UNEP will support efforts of Governments to develop and enforce environmental laws, and comply with relevant international environmental standards and obligation, including through legal technical assistance and training and other legal capacity-building activities. Strategic direction in this respect will be given by the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV) adopted by the [Governing Council](#) in decision 25/11. UNEP will also contribute to improving public participation in decision-making at the global, regional, sub-regional and national level by promoting the active participation of stakeholders along the lines of Principle 10 of the Rio Declaration, and the application of the Guidelines for the Development of National Legislation on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters adopted by the [Governing Council](#) in decision SS.XI/5.

(c) Finally, to support countries to mainstream environmental sustainability in their regional, subregional and national environmental governance processes, policies and plans, UNEP will support regional and sub-regional ministerial and other intergovernmental forums to address environmental and sustainable development issues, including those of a transboundary nature, and catalyze support from partners in the implementation of their programmes of action. UNEP, including through the [UNEP-UNDP Poverty and Environment Initiative](#), will also support Governments to mainstream the environment in their development planning processes, by supporting the incorporation of environmental considerations into common country assessments, United Nations Development Assistance Frameworks ([UNDAFs](#)) and their associated implementation programmes through partnership with relevant UN institutions and in support of the initiative known as Delivering as One, carried out in pilot countries. UNEP will also help ensure alignment and coherence of UNEP and UN activities through UN regional coordination structures such as the Regional UN Development Group Teams and the [RCM regional Coordination Mechanisms](#). Thus, particular attention will be placed on inter-agency cooperation. This will further improve UNEP's ability to support Governments and [UNCTs-Country Teams](#) to address environmental governance and will strengthen its engagement with other specialized agencies, funds and programmes of the UN system, as well as departments and regional partners.

External factors:

The subprogramme is expected to achieve its objective and expected accomplishments based on the following assumptions:

- (a) That the outcomes of policy debate among Governments at the relevant intergovernmental processes within the UN system and MEAs express clear support for enhancing synergy and coherence in environmental governance, with unambiguous recognition of the role of UNEP and support for its strengthening as stipulated in the Rio+20 outcome document;
- (b) That Governments and the relevant authorities in countries show clear commitment to strengthening environmental governance processes in the context of sustainable development, recognizing the role of major groups and stakeholders in those processes.

Expected accomplishments	Indicators of achievement
(a) The United Nations system and multilateral environmental agreements bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues	a)(i) Increase in number of joint initiatives to handle environmental issues in a coordinated manner in the UN system and by multilateral environmental agreement bodies as a result of UNEP efforts <i>Unit of Measure: Number of resolutions, decisions, policy statements and other formal outcomes of the work of the main organs of the UN, other intergovernmental bodies of the UN system and the governing bodies of multilateral environmental agreements showing progress in coordinated handling of</i>

Expected accomplishments	Indicators of achievement
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced	<p><i>environmental issues.</i></p> <p><i>Dec. 2011 (baseline): 8</i> <i>Dec. 2013 (estimate baseline): 11</i> <i>Progress expected as at Dec 2014: 13</i> <i>Dec. 2015: 16</i></p>
	<p>(ii) Increase in number of collaborative arrangements with the secretariats of selected multilateral environmental agreements which result in increased coherence and synergy between UNEP programme of work and the programme of work of those agreements</p> <p><i>Unit of Measure: Number of programmatic arrangements jointly undertaken by multilateral environmental agreement secretariats and UNEP secretariat focused on making progress towards increased coherence and synergy in their delivery of programmes of work:</i></p> <p><i>Dec. 2011 (baseline): 25</i> <i>Dec. 2013 (estimate baseline): 27</i> <i>Progress expected as at Dec 2014: 30</i> <i>Dec. 2015: 33</i></p>
	<p>(b)(i) Increase in number of legal and institutional measures taken by countries to improve the implementation of internationally agreed environmental objectives and goals with the assistance of UNEP</p> <p><i>Unit of Measure: Number of national policies and legislation, administrative actions and institutional measures to improve the implementation of the objectives and goals contained in international treaties or internationally agreed legally non-binding instruments in the field of the environment:</i></p> <p><i>Dec. 2011 (baseline): 0</i> <i>Dec. 2013 (estimate baseline): 0</i> <i>Progress expected as at Dec 2014: 10</i> <i>Dec. 2015: 20</i></p>
	<p>(ii) Increase in number of initiatives taken by countries to monitor and achieve compliance with, and enforcement of, international environmental obligations with the assistance of UNEP upon the request of the countries</p> <p><i>Unit of Measure: Number of national policies, legal and administrative measures of Governments to evaluate the status of their countries' compliance with, or enforcement of international environmental obligations.</i></p> <p><i>Dec. 2011 (baseline): n/a</i> <i>Dec. 2013 (estimate baseline): 2</i> <i>Progress expected as at Dec 2014: 3</i> <i>Dec. 2015: 4</i></p>
	<p>(iii) Increase in number of initiatives and partnerships of Major Groups and stakeholders in support for the development and implementation of national and international environmental</p>

Expected accomplishments	Indicators of achievement
(c) Countries increasingly mainstream environmental sustainability in national and regional development policies and plans	<p>law with the assistance of UNEP</p> <p><i>Unit of Measure: Number of formal partnerships between UNEP and Major Groups and Stakeholders.</i></p> <p><i>Dec. 2011 (baseline): n/a</i> <i>Dec. 2013 (estimate baseline): 3</i> <i>Progress expected as at Dec 2014: 4</i> <i>Dec. 2015: 5</i></p> <p>(c)(i) Increase in number of national development plans and United Nations Development Assistance Frameworks UNDAFs in targeted countries that incorporate the principles of environmental sustainability with the assistance of UNEP and the joint UNDP-UNEP Poverty and Environment Initiative PEI</p> <p><i>Unit of Measure: Number of UNDAFs that incorporate environmental sustainability</i></p> <p><i>Dec. 2011 (baseline): 52</i> <i>Dec. 2013 (estimate baseline): 62</i> <i>Progress expected as at Dec 2014: 77</i> <i>Dec. 2015: 87</i></p> <p><i>Unit of Measure: Number of national, subnational and sectoral development plans and budgets that show pro-poor environmental mainstreaming supported by PEI.</i></p> <p><i>Dec. 2011 (baseline): 23</i> <i>Dec. 2013 (estimate baseline): 27</i> <i>Progress expected as at Dec 2014: 33</i> <i>Dec. 2015: 44</i></p> <p>(ii) Increase in number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability as a result of UNEP support</p> <p><i>Unit of Measure:</i> <i>Number of policies and plans from sub-regional and regional forums that incorporate environmental sustainability.</i></p> <p><i>Dec. 2011 (baseline): n/a</i> <i>Dec. 2013 (estimate baseline): 5</i> <i>Progress expected as at Dec 2014: 11</i> <i>Dec. 2015: 17</i></p>

Causal Relationship

To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability in the context of sustainable development, UNEP, through this subprogramme, will support Governments and relevant organizations in making informed decisions and taking action on environmental matters at the global, regional, sub-regional and national levels, as clustered in three expected accomplishments.

Regarding EA (a), synergies and policy coherence on environmental issues at the UN system and MEAs will be facilitated by UNEP through its support to the relevant intergovernmental processes, including those actions for following up the outcomes of the UN Conference on Sustainable Development (Rio+20) ~~such as the development of sustainable development goals~~ (output 1). UNEP will support governments in the development of the ~~SDGs~~ sustainable development goals, focusing in particular on internationally agreed environmental goals and the promotion of these as tools for institutional approaches (output 2). At the interagency level, improved coordination and

Expected accomplishments**Indicators of achievement**

increased coherence in policies and actions on environmental matters across the UN system will be pursued by providing support to UN system coordinating bodies, such as EMG, CEB and UNDG (output 3). Recognizing the important role of MEAs in achieving environmental sustainability in the context of sustainable development, as highlighted in the Rio+20 outcome document, support will be provided for the implementation of those agreements in particular through collaborative arrangements with their secretariats (output 4). As part of its institutional support to governments and MEA secretariats, UNEP will provide legal and technical services to support them in the operation and implementation of the respective MEAs (output 5). Improved governance and institutional arrangements concerning transboundary environmental issues, in particular those at the regional and sub-regional levels, will be also addressed by providing support to Governments and organizations concerned (output 6). –These six outputs will contribute to achieving increased synergy and coherence in environmental policies and actions among the UN system and MEA bodies.

With regard to EA (b), a particular focus will be placed on supporting efforts of Governments to achieve internationally agreed environmental objectives and goals through strengthened law and institutions. This will be addressed through supporting Governments to develop and undertake legal and institutional measures as identified in the fourth Programme for the Development and Periodic Review of Environmental Law, known as the Montevideo Programme IV (outputs 1) and the provision of legal technical support to countries to assist their implementation, monitoring and compliance with, and enforcement of their international environmental obligations (output 2). In light of the Bali Strategic Plan and the outcome of the World Congress on Justice, Governance and Law for Environmental Sustainability held in conjunction with Rio+20 process, a particular focus will be placed on capacity-building of the judiciary, enforcement and other relevant sectors, building on existing international initiatives on illegal trade and environmental crime, including with MEA secretariats and relevant agencies (output 3). Also, support will be provided for improving the engagement of major groups and stakeholders in such Governments' efforts by further promoting the application of Rio principle 10 on access to information, public participation in decision-making and access to justice on environmental matters (output 4). These four outputs will contribute to enhancing the capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations.

Regarding EA (c), the number of national development plans and [UNDAFs](#) [United Nations Development Assistance Frameworks](#) in targeted countries that incorporate the principles of environmental sustainability will be increased, by providing support to [UNCTs](#) [Country Teams \(UNCTs\)](#) and UN common country programming processes (UNDAFs and action plans and the One-UN initiatives) to strengthen the mainstreaming of environmental sustainability, including for enhancing the country's compliance with relevant obligations under MEAs (output 1) and by providing support to countries and regional organizations to integrate environmental sustainability into national, sectoral and inter-sectoral development planning processes and related financial instruments, including support to countries to address the poverty and environment linkages (output 2). The number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability will be increased, by providing support to effective policy exchange and political dialogues on environment and development issues through regional and sub-regional ministerial and other intergovernmental and multi-stakeholder forums and mechanisms (output 3). Together, the outputs will create the circumstances and enabling conditions for countries and the UN system to increasingly mainstream environmental sustainability in national, sub-regional and regional development policies and plans and consequently facilitate the transition towards environmental sustainability in the context of sustainable development.

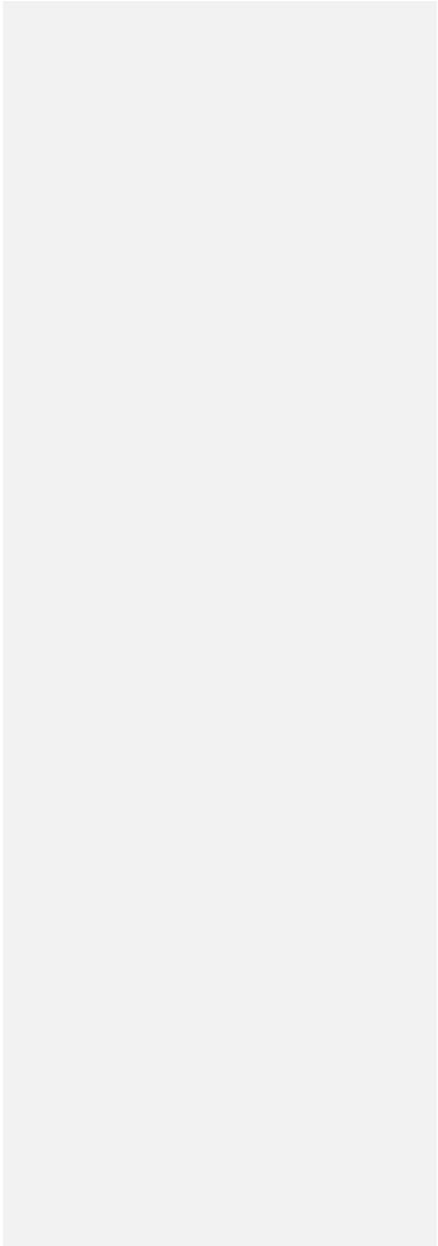
Outputs planned for the biennium in pursuit of Expected Accomplishment (a): The United Nations system and multilateral environmental agreements bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues			
PoW Output	Division accountable	Contributing Divisions	Scope
1. Technical support provided to Governments to facilitate their decision-making in intergovernmental processes to strengthen coordinated undertaking of joint initiatives on environmental issues by the UN United Nations system and multilateral environmental agreements	DELC	DEWA DRC	Global/Regional
2. Technical support to Governments in the development of the SDGs sustainable development goals, focusing in particular on internationally agreed environmental goals	DELC	DEWA	Global
3. Technical support provided to the EMG Environmental Management Group, the UN System Chief Executives Board for Coordination CEB and the UN Development Group to prepare and implement UN system-wide strategies on the environment and multilateral environmental agreement priorities, including the Sustainable UN initiative, and to regional UNDG and regional UN coordination mechanisms for increasing coherence and synergy on environmental issues in regional UN policies and strategies	DELC	DRC DTIE	Global/Regional
4. Technical support provided to Governments to facilitate coherence and synergy in the implementation of multilateral environmental agreements through collaborative arrangements between UNEP and their secretariats and the provision of relevant information and knowledge base	DELC		Global
5. Legal and technical services to support Governments and MEA secretariats in the operation and implementation of the respective MEAs	DELC	DTIE DEPI	Global
6. Technical assistance, advisory services and secretariat support provided to transboundary processes and mechanisms	DRC		Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced			
PoW Output	Division accountable	Contributing Division/s	Scope

1. Technical support provided to Governments to develop and undertake legal and institutional measures as identified in the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)	DELC		Global/Regional
2. Legal technical assistance provided to support initiatives by countries to implement, monitor and achieve compliance with, and enforcement of, international environmental obligations, including those set out in multilateral environmental agreements	DELC	DRC	Global/Regional
3. Legal and technical support provided to strengthen capacities of countries' judiciary, enforcement sector, government officials and other legal stakeholders to advance justice, governance and law for environmental sustainability, in particular through an international institutional network for that purpose and a follow up to the World Congress on Justice, Governance and Law for Environmental Sustainability	DELC	DRC	Global/Regional
4. Technical support and advisory services provided to Governments and major groups and stakeholder drawing on best practices and models from relevant multilateral institutions to promote the effective engagement of Major Groups and Stakeholders in decision-making, access to information and access to justice in environmental matters (Principle 10 of the Rio Declaration on Environment and Development)	DRC	DCPI DELC DEWA	Global/Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): Countries increasingly mainstream environmental sustainability in national and regional development policies and plans			
PoW Output	Division accountable	Contributing Division/s	Scope
1. Support provided to UN Country Teams (UNCTs) and UN common country programming processes (UNDAFs and action plans and the One-UN initiatives) to strengthen the mainstreaming of environmental sustainability and multilateral environmental agreement priorities	DRC	DEPI DTIE	Regional
2. Support provided to countries and regional organizations to integrate environmental sustainability and priorities from MEAs into sectoral and inter-sectoral development planning processes and related financial instruments, including support to counties to address the poverty and environment linkage	DRC	DEPI DTIE DELC	Global Regional
3. Support provided to effective policy exchange and political dialogues on	DRC		Regional

environment and development issues through regional and sub-regional ministerial and other intergovernmental and multi-stakeholder forums and mechanisms			
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Resource requirements

Table 16:

Resource projections by category: Environmental governance

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	27,436	(14,896)	12,540	118	(64)	54
Non-post	14,187	(4,832)	9,355			
Subtotal, A	41,622	(19,728)	21,895	118	(64)	54
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	39,077	(11,731)	27,346	49	1	50
Subtotal, B	39,077	(11,731)	27,346	49	1	50
C. Programme support costs						
Programme support costs	1,426	(1,426)	-			
Subtotal, C	1,426	(1,426)	-	-	-	-
D. Regular budget						
Post	3,337	8,188	11,525	10	23	33
Non-post	175	977	1,152			
Subtotal, D	3,512	9,165	12,677	10	23	33
Grand total (A+B+C+D)	85,637	(23,719)	61,918	177	(40)	137

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 17:

Resource projections by organizational unit: Environmental governance

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	4,326	(3,142)	1,184	16	(12)	4
Non-post	1,415	(766)	649			
(ii) Other funds	1,182	(85)	1,097	5	(2)	3
Subtotal, A	6,923	(3,994)	2,930	21	(14)	7
B.DELC						
(i) Environment Fund						
Posts	6,310	(3,807)	2,503	26	(13)	13
Non-post	2,008	(172)	1,837			

(ii) Other funds	6,419	7,135	13,554	13	13	26
Subtotal, B	14,737	3,156	17,893	39	0	39
C.DEPI						
(i) Environment Fund						
Posts	2,521	58	2,580	8	4	12
Non-post	1,120	1,473	2,593			
(ii) Other funds	-	7,426	7,426	-	1	1
Subtotal, C	3,641	8,958	12,599	8	5	13
D.DTIE						
(i) Environment Fund						
Posts	-	316	316	-	1	1
Non-post	-	461	461			
(ii) Other funds	-	1,006	1,006	-	-	-
Subtotal, D	-	1,783	1,783	-	1	1
E.DRC						
(i) Environment Fund						
Posts	10,636	(5,235)	5,401	50	(28)	22
Non-post	6,958	(3,813)	3,145			
(ii) Other funds	35,226	(19,230)	15,996	39	12	51
Subtotal, E	52,820	(28,278)	24,542	89	(16)	73
F.DCPI						
(i) Environment Fund						
Posts	3,642	(3,085)	557	18	(16)	3
Non-post	2,686	(2,015)	670			
(ii) Other funds	1,188	(244)	944	2	0	2
Subtotal, F	7,516	(5,345)	2,171	20	(15)	5
Grand Total (A+B+C+D+E+F)	85,638	(23,720)	61,918	177	(40)	137
(i) Total Environment Fund	41,622	(19,728)	21,895	118	(64)	54
(ii) Total Other funds	44,015	(3,992)	40,023	59	24	83
Grand Total	85,637	(23,720)	61,918	177	(40)	137

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 5. Chemicals and waste

Objective:

To promote a transition among countries to the sound management of chemicals and waste to minimize impacts on the environment and human health

Strategy:

Responsibility for the coordination of the subprogramme on chemicals and waste rests with the Director of the Division of Technology, Industry and Economics. UNEP will work to catalyze action towards the sound management of chemicals and waste including through multi-stakeholder partnerships and strategic alliances that will serve to scale up the use of tools and guidelines, improve the mainstreaming of chemicals and waste management in health and other key sectors, and consolidate the scientific evidence underpinning ongoing efforts in international chemicals and waste management initiatives. Key partners are the chemicals and waste related MEA secretariats and organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC), comprising UNEP together with FAO, the ~~International Labour Organization (ILO)~~, OECD, UNDP, UNIDO, the United Nations Institute for Training and Research (UNITAR), the World Health Organization (WHO) and the World Bank. UNEP will also leverage impact through its role as an Implementing Agency in the GEF. UNEP's strategy in this area is three-fold:

(a) UNEP will work to strengthen the institutional capacity and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste and the implementation of the related MEAs. This will be achieved by facilitating international chemicals management through the provision of secretariat support as agreed at ICCM3 to the Strategic Approach to International Chemicals Management (SAICM) and its Quick Start Programme. UNEP will also support continuing work of the Intergovernmental Negotiating Committee towards ratification and implementation of an international legally binding instrument on mercury following the diplomatic conference in 2013. This subprogramme will work closely with the Environmental Governance subprogramme on work related to synergies among the chemicals and waste related MEAs. At the national level, UNEP will upon request support countries to catalyze interministerial and where appropriate multi-stakeholder engagement to achieve coherent and effective regulatory, voluntary and market-based policies that address sound chemicals management and the obligations of chemicals and waste MEAs integrating them into national policies, programmes and strategies. Furthermore, UNEP will promote multilateral and bilateral support addressing sound chemicals and waste management including through existing development planning processes. UNEP will, upon request, provide support to national and regional enforcement agencies to reduce illegal trafficking of controlled chemicals and waste.

(b) UNEP will also support countries on their request to assess and manage chemicals risks. UNEP will also bring relevant emerging issues for the sound management of chemicals to the attention of the international community. Priority actions will be supported through the development, dissemination and demonstration of the scientific and technical knowledge, tools and assessments needed to implement sound chemicals management. Activities will include keeping under review the trends in chemicals production, handling, movement, use, release and disposal, in order to determine their environmental, health and socio-economic impacts, and raising awareness of emerging issues. UNEP will also help countries develop their capacity to use the scientifically robust and technically sound advice and guidelines it develops and demonstrates on chemicals risk assessment and management, including those listed in relevant MEAs; mercury; lead and cadmium. Activities will be closely coordinated with the Secretariats of the chemical MEAs to ensure the cost-effective provision of assistance to countries in the implementation of these treaties, SAICM and other supporting international programmes such as the ~~Global Programme of Action for the Protection of the Marine~~

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Environment from Land-based Activities (GPA)¹⁵.

(c) Finally, UNEP will bring relevant emerging issues for the sound management of wastes to the attention of the international community and support national, regional and global efforts to minimize waste generation and to manage remaining wastes using environmentally sound means, ensuring synergy between work undertaken by UNEP on the sound management of chemicals. Where appropriate the subprogramme will take advantage of UNEP competencies gained in supporting the Marrakech process to boost resource recovery from wastes. Priority actions will focus on the development, dissemination and demonstration of the use of scientific and technical knowledge and tools to implement sound waste management. This will involve keeping under review the trends in waste production, handling, movement and disposal in order to determine their environmental, health and socio-economic impacts, and raising awareness of emerging issues. UNEP will work in close cooperation with the Secretariat of the Basel Convention and its regional centres and partnerships to support countries in developing their capacity to use technically sound advice and guidelines on waste management to implement waste-related MEAs, including by developing methods and tools to evaluate progress and identify priorities for action towards sound waste management, and by building countries' analytical capacity to fill information gaps.

External factors:

The subprogramme and its expected accomplishments address Chapter 19 of Agenda 21 and promote progress towards the WSSD goal that, by 2020, chemicals will be produced and used in ways that minimize significant adverse impacts on the environment and human health. Outputs have been designed to support the development, evolution and implementation of the chemicals and waste MEAs and SAICM as well as chemicals and waste priorities identified by Governing GCCouncil. The work of the subprogramme responds to evidence presented in the Global Chemicals Outlook of the chemicals intensification of economies through the increase in chemicals production and use as well as in waste generation, often in the absence of effective chemicals and waste management. The work is catalyzed through a range of strategic alliances and multi-stakeholder partnerships involving Governments, IGOs and NGOs. Efforts to boost national delivery of advisory and technical services and capacity building will depend in part on enhanced coordination of UN delivery at the country level.

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Expected accomplishments	Indicators of achievements
<p>(a) Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly including the implementation of related provisions in the MEAs</p>	<p>(a)(i) Increase in number of countries reporting the adoption of policies for the sound management of chemicals and waste, with the assistance of UNEP</p> <p><i>Unit of Measure: number of countries reporting the adoption of policies</i> <i>Dec. 2011 (baseline): 103</i> <i>Dec. 2013 (estimate): 110</i> <i>Dec. 2014 (estimate): 117</i> <i>Dec. 2015: 125</i></p> <p>(ii) Increase in number of countries reporting the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste, with the assistance of UNEP</p> <p><i>Unit of Measure: number of countries</i></p>

¹⁵ The sound management of chemicals in agriculture and other land-based activities is a part of the GPA. UNEP works with the Global Partnership on Nutrient Management (GPNM) as a response to the nutrient challenge i.e. how to reduce the amount of excess nutrients in the global environment consistent with global development.

reporting the use of economic and market-based incentives and business policies and practices

Dec. 2011 (baseline): 49

Dec. 2013 (estimate): 55

Dec. 2014 (estimate): 60

Dec. 2015: 65

- iii) Increase in number of countries reporting the use of industry reporting schemes that promote take up of sound chemicals and waste, with the assistance of UNEP

Unit of Measure: number of countries reporting the use of industry reporting schemes

Dec. 2011 (baseline): n/a as this is a new indicator

Dec. 2013 (estimate): 25

Dec. 2014 (estimate): 27

Dec. 2015: 30

(b) Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related MEAs

- (b) (i) Increase in number of Governments addressing priority chemical issues, including their obligations under the chemicals MEAs, through the use of risk assessment and management tools provided by UNEP

Unit of Measure: number of Governments using risk assessment and management tools provided by UNEP to address priority chemical issues

Dec. 2011 (baseline): 40

Dec. 2013 (estimate): 72

Dec. 2014 (estimate): 80

Dec. 2015: 90

- (ii) Increase in number of businesses and industries addressing priority chemical issues through the use of risk assessment and management tools provided by UNEP

Unit of Measure: number of the private-sector entities using risk assessment and management tools provided by UNEP to address priority chemical issues

Dec. 2011 (baseline): 52

Dec. 2013 (estimate): 65

Dec. 2014 (estimate): 70

Dec. 2015: 80

- (iii) Increase in number of civil society organizations addressing priority chemicals issues under the chemicals MEAs, through the use of risk assessment and management tools provided by UNEP

(c) Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related MEAs

Unit of Measure: number of civil society organizations using risk assessment and management tools provided by UNEP to address priority chemical issues

Dec. 2011 (baseline): 58

Dec. 2013 (estimate): 70

Dec. 2014 (estimate): 80

Dec. 2015: 90

(c) (i) Increase in number of Governments addressing priority waste issues, including their obligations under the related MEAs, through the use of tools and methodologies provided by UNEP

Unit of Measure: number of Governments addressing priority waste issues using tools and methodologies provided by UNEP to address priority waste issues

Dec. 2011 (baseline): 10

Dec. 2013 (estimate): 15

Dec. 2014 (estimate): 20

Dec. 2015: 25

(ii) Increase in number of businesses and industries addressing priority waste issues, through the use of tools and methodologies provided by UNEP

Unit of Measure: number of the private-sector entities using risk assessment and management tools provided by UNEP to address priority waste issues

Dec. 2011 (baseline): 10

Dec. 2013 (estimate): 15

Dec. 2014 (estimate): 22

Dec. 2015: 30

(iii) Increase in number of civil society organizations addressing priority waste issues under the waste related MEAs, through the use of risk assessment and management tools provided by UNEP

Unit of Measure: number of civil society organizations using risk assessment and management tools provided by UNEP to address priority waste issues

Dec. 2011 (baseline): 8

Dec. 2013 (estimate): 18

Dec. 2014 (estimate): 25

Dec. 2015: 30

Causal Relationship

The objective of this subprogramme is to promote a transition among countries to the sound

management of chemicals and waste to minimize impacts on the environment and human health. It contributes to the WSSD goal that, by 2020, chemicals will be produced and used in ways that minimize significant adverse impacts on the environment and human health. Making progress towards this goal requires actions by key actors at a variety of levels.

Governments recognize that concerted action at the international level is required to address certain substances or practices of global concern. Over the past 30 years, governments have agreed a number of MEAs that regulate chemicals and waste. Most governments have ratified these conventions. More recently, the [Strategic Approach to International Chemicals Management \(SAICM\)](#) was adopted in Dubai in 2006 and provides a voluntary, multi-stakeholder policy framework that guides efforts more broadly towards the WSSD goal. In 2009, governments agreed to negotiate a global, legally-binding treaty on mercury.

The subprogramme will continue to provide sound science and support international and national policy development and decision-making in relation to chemicals and wastes of concern and the relevant MEAs. It will convene governments where concerted action may be warranted. It will provide secretariat support to SAICM and to the mercury treaty during the interim period prior to its entry into force.

In order to meet the objectives of the chemicals and waste MEAs and SAICM, each Party must implement actions to meet its obligations under these treaties. In most cases, these treaties prohibit or limit the production, use, trade and release of particular substances or restrict and control the practices by which they are managed. It follows that governments need to establish legal and regulatory frameworks and to monitor and enforce their operation. The subprogramme, using guidance developed in previous biennia, will support countries to establish institutional, regulatory, economic and market-based control measures; to build systems and capacity for accident prevention and emergency preparedness; to strengthen controls on the illegal trafficking of chemicals and waste; and to ensure that the information needed for sound management of chemicals and waste is provided by industry and made accessible to the wide range of stakeholders.

Strengthening chemicals and waste governance at national level likely requires actions beyond the direct mandate of an environment ministry; typically a number of ministries and state administrations may need to act. Mainstreaming the integration of chemicals and waste priorities into national policies and programmes so that they may be included in national budgeting as well as in sustainable development strategies attracting development assistance provides a means to develop cost-effective coherence between these actors. The subprogramme, working in partnership with other participating organizations of the IOMC and as part of UN-system country programming, particularly UNDP, will support such actions through the provision of advisory services supported by guidance, in this regard, the UNEP/UNDP Partnership on Chemicals Mainstreaming will continue.

A barrier to such 'mainstreaming' is the lack of awareness of chemicals and waste issues across government. Raising awareness and gaining attention for chemicals and waste issues can be a challenge for under-resourced environment ministries. Where monitoring and enforcement capacity is insufficient, the environmental degradation and exposure risks created by chemicals and waste mismanagement go unrecorded and unaccounted. There is, however, increasing evidence that the hidden costs of inaction with regard to the sound management of chemicals and waste represent a significant burden on countries and threaten efforts towards sustainable development. The subprogramme, using methodologies developed in previous biennia, will support countries to build the evidence-based assessments they need to identify and quantify local costs of inaction and establish the cost-benefit of alternative sound chemicals and waste management approaches. In parallel with actions by governments, many of the initiatives towards the sound management of chemicals and waste need to be implemented by industry. In many cases, industrial development and investment results in the use of cleaner, more efficient techniques by more progressive enterprises. However, meeting MEA obligations and SAICM objectives more broadly, requires all enterprises within an industry sector to operate within a harmonized regulatory framework that requires or encourages the take up of the most appropriate environmental techniques and practices by all. The subprogramme will promote and catalyze improved performance by industry through the provision of expert guidance. The subprogramme already benefits from a number of multi-stakeholder partnerships that provide a basis for constructive dialogue between major groups, information and experience sharing across industry groups and for immediate action on issues identified as of high priority.

In many countries, the trade associations and larger enterprises that have the resources and incentive to partner with us represent only a small component of the economy. They are typically 'upstream' suppliers of chemicals or generators of wastes that represent the input resources for large numbers of small- and medium-enterprises, many of which may be operating only at the margins of, or outside, the formal economy. These enterprises typically lack the resources necessary for even the simplest of sound management approaches and so are responsible for a disproportionate share of the environmental and health risks. The subprogramme will seek to build supply chain relationships that extend producer responsibilities and product stewardship, and build on cleaner production methodologies that provide SMEs with the means to improve their performance and the economic assessments that justify such changes in behaviour.

Actions to reduce risks from chemicals and waste can also be taken by consumers themselves where they are informed and have the means to act. Consumer choice relies in part on the availability of and access to information about the presence, function and risks posed by particular substances in products. Community and consumer attention and local action can be instrumental in altering markets, influencing product design and industry performance, as well as government policymaking. The subprogramme will work with civil society organizations that are members of its multi-stakeholder partnerships to inform and educate consumers about safe use of chemicals, systems for waste management and the broader actions that communities can take.

Finally, stakeholders taking action towards the sound management of chemicals and waste need assurance that the measures they have taken are delivering the improvements they seek. The subprogramme will continue to provide thematic assessments at the global level as well as capacity building and methodologies at regional and national levels to support continuing monitoring and evaluation. In many cases, such systems can build on current efforts to build scientific capacity for monitoring and evaluating the effectiveness of the chemicals and waste MEAs. A major interest during the biennium will be to build coordination between existing systems and networks to improve overall cost-effectiveness.

Outputs planned for the biennium in pursuit of Expected Accomplishment (a):Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly including the implementation of related provisions in the MEAs

PoW Output	Division accountable	Contributing Division/s	Scope
1. Secretariat services provided to the Strategic Approach to International Chemicals Management (SAICM) and its financial mechanism	DTIE	DELC	Global
2. Secretariat support provided to the Intergovernmental Negotiating Committee for an international legally-binding instrument on mercury during the interim period prior to its entry into force.	DTIE	DELC	Global
3. Secretariat support provided to expert networks developing legal and policy advice to countries to reduce risks from substances and practices identified by SAICM or restricted and controlled by MEAs	DTIE	DELC	Global
4. Outreach and policy support to the compliance efforts of Parties to the Montreal Protocol	DTIE		Regional
5. Consolidated advisory and support services promote the sound management of chemicals at national level; including mainstreaming into national policies and programmes, instruments and schemes for the governance of chemicals production, use, trade and release.	DRC		Regional
6. Consolidated advisory and support services to facilitate policy and strategy building towards sound integrated waste management	DRC	DTIE DELC	Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (b):Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related MEAs

PoW Output	Division accountable	Contributing Division/s	Scope
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1. Scientific tools for the manipulation and visualization of compiled global datasets provide indicators and evidence-based assessments of the effectiveness of international efforts towards sound chemicals management	DEWA		Global
2. Thematic Assessments of environmental transport and fate of chemicals, and monitoring of trends in chemicals production, handling, movement, use, release and disposal, to catalyze coordinated action on chemicals management in the UN system	DTIE	DEWA	Global
3. Methodologies to monitor and evaluate impact of actions addressing chemicals releases to support sound management of harmful substances and MEA implemented at the national level	DTIE	DRC	Global/Regional
4. Scientific and technical services, delivered through multi-stakeholder partnerships, to build the capacities of governments, the private sector and civil society to take action on the risks posed by chemicals including those listed in relevant MEAs; mercury; and lead and cadmium, as well as unsound management practices	DTIE	DRC	Global/Regional
5. Actions catalyzed through the multi-stakeholder Global Partnership on Nutrient Management to reduce and, where possible, eliminate threats to aquatic environments from land-derived nutrients	DEPI		Global
6. Technical services to assist SMEs to implement sound chemicals management delivered with partners regionally and nationally,	DTIE	DRC	Regional
7. Outreach tools and information schemes developed to inform and promote sound management of specific substances (e.g. pesticides) to stakeholders	DTIE	DCPI	Global

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related MEAs

PoW Output	Division accountable	Contributing Division/s	Scope
1. Scientific assessments and secretariat support to the multi-stakeholder Global Partnership on Waste Management to focus attention and coordinate action on wastes and waste management practices of particular concern and build the capacities of governments, the private sector and civil society to take up sound waste management	DTIE		Global
2. Technical guidance on the most appropriate practices in the management of particular waste streams developed and piloted to catalyze sound waste management and the implementation of waste-related multilateral environmental agreements	DTIE	DRC	Global/ Regional

3. Scientific and technical support provided to public-private partnerships to avoid hazardous waste generation through improved product design addressing enhanced consumer concerns	DTIE		Global
4. Technical services demonstrating and implementing sound waste management techniques delivered regionally and nationally with strategic partners	DRC	DTIE	Regional

Resource requirements

Table 18:

Resource projections by category: Chemicals and waste

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	13,128	1,640	14,769	53	(4)	49
Non-post	6,415	9,992	16,407	-	-	-
Subtotal, A	19,543	11,632	31,175	53	(4)	49
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	64,604	(22,952)	41,652	20	-	20
Subtotal, B	64,604	(22,952)	41,652	20	-	20
C. Programme support costs						
Programme support costs	637	(637)	-	-	-	-
Subtotal, C	637	(637)	-	-	-	-
D. Regular budget						
Post	426	4,793	5,219	2	13	15
Non-post	33	489	522	-	-	-
Subtotal, D	459	5,282	5,741	2	13	15
Grand total (A+B+C+D)	85,243	(6,674)	78,569	75	9	84

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 19:

Resource projections by organizational unit: Chemicals and waste

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	1,407	(522)	885	10	(6)	4
Non-post	452	33	485	-	-	-
(ii) Other funds	781	1,019	1,801	-	0	0
Subtotal, A	2,641	530	3,171	10	(6)	4
B.DELC						
(i) Environment Fund						
Posts	1,092	131	1,224	5	(2)	3
Non-post	344	554	898	-	-	-
(ii) Other funds	1,421	110	1,531	1	0	1
Subtotal, B	2,858	795	3,653	6	(2)	4
C.DEPI						
(i) Environment Fund						
Posts	993	(297)	696	3	(1)	2
Non-post	435	264	699	-	-	-

(ii) Other funds	921	(174)	748	-	-	-
Subtotal, C	2,349	(207)	2,142	3	(1)	2
D.DTIE						
(i) Environment Fund						
Posts	6,216	1,519	7,735	19	3	22
Non-post	3,225	8,070	11,295			
(ii) Other funds	62,087	(23,586)	38,501	20	9	29
Subtotal, D	71,528	(13,998)	57,530	39	12	51
E.DRC						
(i) Environment Fund						
Posts	3,094	224	3,318	15	(1)	14
Non-post	1,906	25	1,932			
(ii) Other funds	391	2,314	2,704	-	2	2
Subtotal, E	5,391	2,563	7,954	15	1	16
F.DCPI						
(i) Environment Fund						
Posts	326	586	912	1	3	4
Non-post	52	1,047	1,098			
(ii) Other funds	98	2,010	2,109	1	1	2
Subtotal, F	476	3,643	4,119	2	4	6
Grand Total (A+B+C+D+E+F)	85,243	(6,674)	78,569	75	9	84
(i) Total Environment Fund	19,543	11,632	31,175	53	(4)	49
(ii) Total Other funds	65,700	(18,307)	47,393	22	13	35
Grand Total	85,243	(6,674)	78,569	75	9	84

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 6. Resource efficiency

Objective:

To promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being

Strategy:

Responsibility for the coordination of the subprogramme on resource efficiency rests with the Director of the Division of Technology, Industry and Economics. UNEP will seek to support countries and other stakeholders to implement green economy policies in the context of sustainable development and poverty eradication, promote changes in unsustainable patterns of production and consumption in order to transition to more inclusive and resource efficient societies. The scientific foundations of the subprogramme will be strengthened especially through the findings of the International Resource Panel. UNEP will work upstream with key partners such as UNDESA, UNDP, UN Habitat, ILO, ISO, OECD, UNESCO, United Nations Conference on Trade and Development (UNCTAD), the UN Global Compact, WTO and others including through partnerships or joint initiatives, such as the Partnership for Action on Green Economy (PAGE), the International Resource Panel, the FAO-UNEP Agri-Food Task-Force, the Global Partnership for Sustainable Tourism, the UNEP-UNIDO Resource Efficiency and Cleaner Production Programme and Green Industry Platform, the Sustainable Building and Climate Initiative, UNEP Finance Initiative, the Global Initiative for Resource Efficient Cities, the UNEP/UNESCO YouthXchange Initiative, the UNEP/SETAC Life-Cycle Initiative and the Sustainable Public Procurement Initiative to ensure consensus-building and up-scaling of approaches.

The outcome document from the Rio+20 conference will provide overall guidance for the execution of the subprogramme. ~~The findings of the International Resource Panel will provide its scientific base.~~ Key for the subprogramme delivery will be in particular the implementation of the mandate provided to UNEP with the adoption of the 10 year Framework of Programmes on Sustainable Consumption and Production at the Rio+20 conference. ~~UNEP will also further develop the Partnership for Action on Green Economy (PAGE) will with other UN agencies, including ILO, to expand~~ UNEP's efforts to provide and share knowledge and best practices on green economy as well as provide technical assistance and capacity building to interested countries and stakeholders upon their request in implementing green economy policies in the context of sustainable development and poverty eradication. UNEP's strategy in the is-area of resource efficiency is three-fold:

(a) UNEP will assist Governments and other public institutions at the global, regional, national and subnational levels—taking into account their specifications and priorities- to develop policies that support a transition to a green economy in the context of sustainable development and poverty eradication and promote sustainable consumption and production. Using the International Resource Panel as a key delivery mechanism, UNEP will assess material flows, resource pressures and impacts, including through the definition of indicators ~~—~~, taking into account already available internationally recognised related work and existing ongoing data collection efforts ~~—~~ and provide countries with analyses that enable informed policy-making. UNEP will also continue to support global international processes promoting resource efficiency, contribute to the delivery of the 10 Year Framework of Programmes on Sustainable Consumption and Production, for which the UNEP-led initiatives cited above will provide important implementation mechanisms, including through the provision of secretariat services.. UNEP will help develop capacities at national, regional and increasingly at city levels to put in place the enabling policy frameworks and economic instruments that promote resource efficiency ~~,~~ and sustainable consumption and production and ~~the transition towards~~ a green economy in the context of sustainable development and poverty eradication. This will include national economic assessments, guidance on fiscal ~~and~~ trade ~~and sectoral~~ policies, market-based and legislative instruments, and national SCP action plans as well as pilot projects aimed at demonstrating the benefits of accelerating the transition towards more resource-efficient societies.

(b) UNEP will also work to advance sustainability at sectoral level and within and across the entire

supply chain of services and manufactured goods, known as global value chains. To bring about change on the ground, mutually supportive policy tools and instruments and business strategies need to be developed in key sectors. To promote resource efficiency in the internal management practices of the business and financial community in large as well as small and medium-sized companies, UNEP will conduct life-cycle assessments, share knowledge of environmentally sustainable technologies and best practices, and provide benchmarking that contributes to the elaboration of voluntary or regulatory international norms and standards, support corporate social responsibility (CSR) and sustainability reporting. Targeted sectors include construction, food—through the FAO/UNEP Agri-Food Task Force on SCP—and tourism, and related natural resources dependent and large foot print industries and sectors, as well as – through UNEP’s Finance Initiative – the banking, investment and insurance sectors. In order to achieve this, UNEP will engage with partners to build consensus on sustainability criteria combining key indicators, such as those on water efficiency and ecotoxicity, and deliver demonstration projects illustrating the benefits of synergistic public and private sector approaches and of efficient, clean, responsible and safe production methods, building on the work of others in these fields, stimulating and encouraging cooperation between various stakeholders such as business and academia.

(c) Finally, UNEP will seek to develop favourable policy and business conditions that enable more sustainable lifestyles, identifying the drivers of behavioural change and making the business case for increasing the sustainability of products and assisting decision-makers to assess the impact of regulations on consumers’ choices, including economic instruments and pricing. This will be achieved by strengthening the capacity of Governments and other public institutions to develop and put into place policy measures to stimulate the demand for more sustainable products, in particular sustainable public procurement, supporting infrastructure enabling sustainable lifestyles and other consumption-related policies and tools, including in the formal and informal education sector. UNEP will also work to improve the understanding of the effectiveness and impacts (environmental, social and economic) of such policies on institutional, business and individual consumers, and on their access to sustainable products. Furthermore, UNEP will support the use of life-cycle based sustainable product information tools such as eco-labelling and certification for consumers and market supply chain actors, building on and making more accessible the methodologies and recommendations produced by the UNEP/SETAC Life-cycle initiative.

The subprogramme implementation will articulate with, complement and build upon activities delivered under the other UNEP subprogrammes, such as: the promotion of energy efficient and other energy related activities in the transport and mobility as well as the building and manufacturing sectors (subprogramme 1); the valuation of biodiversity and ecosystem services (subprogramme 3) will complement the delivery of green economy in the context of sustainable development and poverty eradication, and the conservation and the preservation of the ecosystem services important for agriculture production will complement the work on resource efficiency in the food sectors; waste management objectives (subprogramme 5) will be achieved in close relation with activities carried out at the city level and in waste minimization in supply chains.

External factors:

The Rio+20 outcome document acknowledges the potential of green economy policies in achieving sustainable development and poverty eradication. It also creates a renewed momentum to bring about change in sustainable consumption and production patterns through the adoption of the 10 year framework of programmes. However, implementation and actual shifts in the economic paradigm and sustainable consumption and production patterns will be dependent on the level of support from, and involvement of, countries, and upon governments and businesses—and society at large—looking at resource efficiency as an opportunity in the context of the financial crisis, as opposed to a limiting factor.

Expected accomplishments	Indicators of achievement
(a) Cross sectoral scientific assessments,	a) (i) Increase in number of countries, including

research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication

cities, that develop and integrate green economy in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools in policies as a result of UNEP assistance

Unit of Measure: Number of governments and local authorities that have developed or begun implementing new policies, regulations or economic instruments promoting resource efficiency and sustainable consumption and production

Dec. 2011 (baseline): 10

Dec. 2013 (estimate):20

Progress expected as at Dec 2014:25

Dec. 2015 (target): 45 (ie. + 25 compared to December 2013)

ii) Increase in number of references by governments, companies and academics to UNEP assessments and reports in relevant documents

Unit of Measure: Number of references to UNEP assessments and reports in relevant government and companies documents and organizational reports and in academic publications.

Dec. 2011 (baseline): 0 references

Dec. 2013 (estimate): 8 references

Progress expected as at Dec 2014: 11 references

Dec. 2015 (target): 20 references (i.e. + 12 compared to Dec 2013)

(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication

b) i) Increase in number of stakeholders reporting improved management practices and adoption of more resource efficient tools and instruments in sectoral policies with the assistance of UNEP

Unit of Measure: number of governments, local authorities, companies and organizations reporting changes in their management practices, in their sectoral policies or strategies or in their corporate and industrial processes through UNEP partners and technical networks.

Dec. 2011 (baseline): 60

Dec. 2013 (estimate):70

Progress expected as at Dec 2014: 100.....

Dec. 2015 (target):200 (ie. + 130 compared to Dec 2013)

(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced

c) (i) Increase in number of public institutions and private sector organizations that develop and put into place policies and measures conducive of more sustainable consumption patterns with the assistance of UNEP

Unit of Measure: number of governments, companies, and organizations that report changes in their policies

and strategies towards more sustainable consumption patterns and lifestyles

Dec. 2011 (baseline): 20

Dec. 2013 (estimate):40

Progress expected as at Dec 2014: 50

Dec. 2015 (target):70 (ie. +30 compared to dec. 2013)

ii) Increase in number of projects initiated by stakeholders to promote more sustainable lifestyles that are catalyzed by UNEP

Unit of Measure: Number of projects initiated by Governments, companies and organisations stakeholders to promote more sustainable lifestyles that are catalysed by UNEP.

Dec. 2011 (baseline): 0

Dec. 2013 (estimate):10

Progress expected as at Dec 2014: 20

Dec. 2015 (target): 35 (ie. +25 compared to Dec. 2013)

Causal Relationship

The objective of the Resource efficiency subprogramme is to promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact while improving human well-being.

Expected accomplishment A: In order to move towards such resource efficient societies, there is a need to strengthen the science base of resource efficiency, providing a better understanding of how resource use and related environmental impacts correlate with our production and consumption patterns, informing development opportunities and potentialities of sustainable management of natural resources (output 1). In bridging science to policy, it is also critical to address specific knowledge gaps that impede delivery and innovation in policy-making towards more resource efficient economies: policy makers need to be provided with credible data and policy recommendations including on economic, trade and fiscal policy analysis to support green investments in high-impact sectors, as well as ways to measure progress and evaluate impacts. Addressing practical research questions faced by many countries and sharing those through knowledge platforms contribute to the emergence of a common framework and support countries to learn from one another (output 2).

An important intergovernmental process to provide guidance, recommendations and exchange of best practices and policy tools as well as build capacity on the ground is the 10 year framework of best programmes on sustainable consumption and production, adopted at the Rio+20 conference. Its implementation is supported by UNEP, which in particular fulfils its secretariat functions (output 3). Within the 10 YFP and beyond, resource efficient policies can only be developed by governments if they have the appropriate tools and methodologies that can help shape their planning, be pilot tested and integrated in the delivery of policies and action plans (output 4) and then scaled up and replicated, including through mainstreaming in UNDAF processes (output 5). In the context of rapid urbanization and growing pressures on natural resources, there is in parallel an urgent need for co-ordinated action, particularly with UN Habitat, on urban sustainability and to provide cities with a common framework for assessing environmental performance and encouraging innovative sustainability measures (output 6).

Expected accomplishment B: The enabling policy environment strengthened under EA A is key to ensuring delivery including at sectoral level by both public and private sector as business might not be encouraged to invest in resource efficiency in the absence of a level playing field. Bridging science to business, i.e. providing an improved understanding of trends in resource scarcities, disseminating knowledge and best practices of sustainable resource management is becoming an increasingly important parameter in running a successful business. Adapting the findings of the International Resource Panel to a business audience will be an important source of information in this respect. In addition, in order to drive change of corporate strategies and business practices and identify hotspots to be addressed, it is necessary to promote awareness and consequently support the design and broader use of life-cycle based tools and methodologies to improve the measurement of environmental impact of organizations and companies – and related disclosure of information through corporate sustainability reporting – as well as the application of a life-cycle approach across supply chains (output 1). The identification of key points and key sectors of intervention can in turn enable the development of tailored technical guidance and tools targeting industry sectors and actors at all levels of supply chains (output 1). In order for these tools to be applied and used, their implementation needs to be accompanied by tailored technical assistance provided to relevant industries, at the regional and national level, especially for SMEs in coordination with relevant technical partners and UN sister agencies including to support the transfer and dissemination of more resource efficient technologies (output 2).

To accelerate the transition towards more resource efficient societies, particular emphasis is placed on promoting the integration of environmental and social considerations in the management practices of banks, insurance companies and investors (output 3) as they are contributing to shaping our economy. Target sectors also include food and agriculture (output 4) as well as the building and construction sectors (output 5) due to their high environment impact as well as the services sectors through tourism (output 6). In these sectors, the objective is to achieve change in policies, standard setting, technologies

and management practices, bringing together public and private sector stakeholders in partnership and close coordination with concerned UN Agencies.

Expected accomplishment C – As resource efficiency gains are being absorbed by unsustainable consumption patterns, it is key to place increased emphasis on trying to address changing lifestyles, through an enabling infrastructure as well as appropriate economic incentives. All stakeholders need to be mobilised in this respect. Citizens are key actors of this change, but there is a need to better understand their aspirations, practices and behaviours and to explore the conditions and potential for change in lifestyles to be able to influence them (output 1); this can serve as a basis to put together awareness raising campaigns on the benefits of more sustainable purchasing and shift towards more sustainable lifestyles (output 4). Based on this enhanced understanding, governments as regulators and policy makers are also able to put into place policies that are conducive of more sustainable consumption patterns, but as institutional consumers, public authorities can also play a leadership and transforming role in changing their own public procurement practices (output 2). Providing understandable and verifiable information on product sustainability [isare](#) also needed to guide consumers - both individual and institutional - in their purchasing decisions, and contribute to improve resource efficiency and sustainable practices along supply chains.

Outputs planned for the biennium in pursuit of Expected Accomplishment (a): Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication

PoW Output	Division accountable	Contributing Division/s	Scope
1. Resource use assessments and related policy options developed and provided to countries to support planning and policy-making	DTIE	DEWA DRC DCPI	Global/Regional
2. Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support governments and other stakeholders develop and implement to transition towards an inclusive green economy policies in the context of sustainable development and poverty eradication	DTIE	DEWA DCPI	Global
3. Secretariat services functions fulfilled and related financial and information sharing mechanisms provided to support the delivery of the 10 Year Framework of Programmes on Sustainable Consumption and Production	DTIE	DRC DCPI	Global/Regional
4. Green economy and sustainable consumption and production economic, legal and policy tools developed and provided to countries and regions to support integrated planning, prioritization of key sectors of intervention and the development and pilot implementation of related action plans	DTIE	DEL DRC	Global/Regional
5. Technical support provided to countries to replicate and upscale successfully piloted sustainable consumption and green economy approaches and tools and mainstream resource efficiency in UNDAF processes	DRC	DTIE DEL	Regional
6. Policy support as well as training and technical assistance delivered to cities and local communities to support them in transitioning towards more resource efficient policies and practices including infrastructure	DTIE	DRC DEPI	Global/Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication

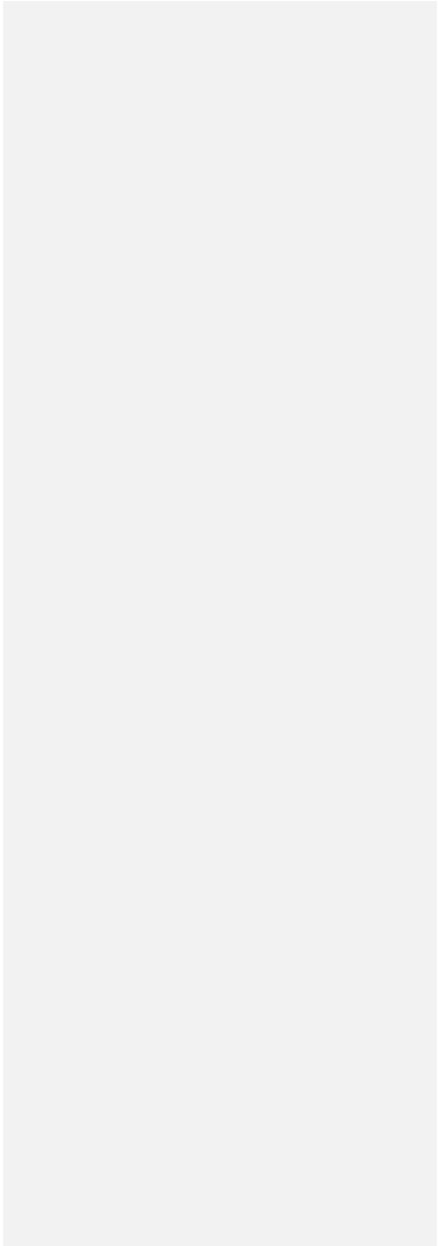
PoW Output	Division accountable	Contributing Division/s	Scope
1. Resource scarcity trends analysis and life-cycle based tools and methodologies developed and provided to businesses to enhance eco-environmental innovation for sustainable development along supply chains and improve the measurement of environmental performance, including through corporate sustainability reporting	DTIE	DEWA DRC	Global/Regional

2. Technical assistance provided at the national and regional level to support the promotion and implementation of resource efficient and cleaner production technologies and practices in industries, including small and medium enterprises	DRC	DTIE	Regional
3. Technical guidance, tools and best practices developed and provided to financial services and capital markets stakeholders to improve the integration of environmental and social considerations in their business practices	DTIE	DRC	Global/Regional
4. Economic analysis, technical and policy guidance provided to construction stakeholders and governments to develop, adopt and implement policies and standards on resource efficiency in buildings and construction practices and related materials through the supply chains	DTIE	DRC	Global/Regional
5. Economic analysis, technical and policy guidance provided and innovative practices promoted and supported across and in selected food supply chains for governments, businesses and other stakeholders to develop, adopt and implement more resource efficient management and sustainable agriculture practices including minimizing food waste	DTIE	DRC	Global/Regional
6. Economic analysis, technical and policy guidance provided to governments and tourism stakeholders to develop, adopt and implement policies and standards on more sustainable tourism practices	DTIE	DRC	Global/Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced

PoW Output	Division accountable	Contributing Division/s	Scope
1. Research on citizens behaviours with regards to sustainable lifestyles and related policy assessments provided to governments and stakeholders to support decision-making	DTIE	DCPI DRC	Global/Regional
2. Global partnership, tools and technical and policy support provided to governments and other stakeholders to develop, and implement sustainable public procurement	DTIE	DRC	Global/Regional
3. Life-cycle based information tools and methodologies such as ecolabeling, certification, and product sustainability indicators developed with, and provided to, governments, businesses and other stakeholders	DTIE	DRC	Global/Regional
4. Outreach and education tools and campaigns developed to raise awareness of citizens, particularly of young people, of the benefits of more sustainable purchasing and shift	DCPI	DTIE DRC	Global/Regional

towards more sustainable lifestyles		DEPI	
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Resource requirements

Table 20:

Resource projections by category: Resource efficiency, Sustainable consumption and production

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Posts	18,081	3,127	21,208	54	19	73
Non-post	8,786	15,336	24,121			
Subtotal, A	26,867	18,463	45,329	54	19	73
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	44,452	(16,351)	28,101	30	4	34
Subtotal, B	44,452	(16,351)	28,101	30	4	34
C. Programme support costs						
Programme support costs	884	(884)	-			
Subtotal, C	884	(884)	-	-	-	-
D. Regular budget						
Post	403	3,156	3,559	3	9	12
Non-post	80	276	356			
Subtotal, D	483	3,432	3,915	3	9	12
Grand total (A+B+C+D)	72,685	4,660	77,345	87	32	119

a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".

b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.

d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 21:

Resource projections by organizational unit: Resource efficiency, Sustainable consumption and production

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	1,583	621	2,204	5.0	2	7
Non-post	508	701	1,208			
(ii) Other funds	-	1,417	1,417	-	0	0
Subtotal, A	2,090	2,739	4,829	5.0	3	8
B.DELC						
(i) Environment Fund						
Posts	455	686	1,141	1	5	6
Non-post	135	702	837			
(ii) Other funds	231	858	1,090	2	0	2
Subtotal, B	821	2,246	3,068	3	5	8
C.DEPI						
(i) Environment Fund						
Posts	-	-	-	-	-	-
Non-post	-	-	-			
(ii) Other funds	1,061	(513)	548			

Subtotal, C	1,061	(513)	548	-	-	-
D.DTIE						
(i) Environment Fund						
Posts	12,994	(599)	12,395	37	(1)	36
Non-post	6,756	11,342	18,099			
(ii) Other funds	44,275	(22,836)	21,439	28	10	38
Subtotal, D	64,026	(12,093)	51,932	65	9	74
E.DRC						
(i) Environment Fund						
Posts	2,138	2,055	4,193	8	9	17
Non-post	908	1,533	2,441			
(ii) Other funds	-	5,490	5,490	2	2	4
Subtotal, E	3,046	9,077	12,124	10.00	11	21
F.DCPI						
(i) Environment Fund						
Posts	912	363	1,275	3	3	6
Non-post	478	1,059	1,536			
(ii) Other funds	251	1,781	2,032	1	1	2
Subtotal, F	1,641	3,203	4,844	4	4	8
Grand Total (A+B+C+D+E+F)	72,685	4,660	77,345	87	32	119
(i) Total Environment Fund	26,867	18,463	45,329	54	19	73
(ii) Total Other funds	45,819	(13,803)	32,016	33	13	46
Grand Total	72,685	4,660	77,345	87	32	119

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Subprogramme 7. Environment under Review

Objective:

To empower stakeholders in their policy and decision making by providing scientific information and knowledge and keeping the world environment under review

Strategy:

Responsibility for the coordination of the subprogramme on environment under review rests with the Director of the Division of Early Warning and Assessment. This subprogramme is aimed at reviewing the state of the global environment to help ensure that emerging environmental problems of wide international significance are prioritized and receive consideration by Governments in accordance with UNEP's core mandate¹⁶. -To achieve this, UNEP will work with key partners active in the environmental information, communication and policy sphere – inter alia scientific bodies, mechanisms and platforms of the Access Initiative, the three Rio Conventions (CBD, UNFCCC and UNCCD), the Global Earth Observation System of Systems (GEOSS), the International Council for Science (ICSU), IPBES, regional economic commissions and other relevant regional institutions, OECD, Online Access to Research in the Environment (OARE), other MEA Secretariats and sister UN agencies and particularly the UN Statistics Division, the Scientific Committee on Problems of the Environment (SCOPE), and national data centres and initiatives. The aim is to provide early warning information on emerging issues, undertake environmental assessments, and provide support to countries to generate environmental data to inform decision-making at all levels. This subprogramme will ensure coherence across all other subprogrammes on the generation, analysis and communication of their thematic assessments, which continue to be budgeted within those subprogrammes. UNEP's strategy in this subprogramme is three-fold:

(a) UNEP will work to facilitate policy-making at global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making. To achieve this, UNEP will develop tools and methods to integrate environmental, economic and social information. UNEP will ensure the scientific credibility and policy relevance of its integrated assessments, including through the utilization of internationally agreed environmental goals to assess the state of the environment. Collaboration with policy-makers will therefore be key in understanding their perspectives and needs to ensure the utility of the integrated assessments. UNEP will also work with UN sister agencies and MEA secretariats to increase coherence across the UN system in relation to environmental assessments and particularly in ensuring the utility of its findings to the work of agencies within the UN system. Seeking complementarity and avoiding duplication with other major environmental assessments as well as GEF priority-setting processes will be key to this subprogramme. For instance, UNEP will work with the CBD Secretariat to identify how best to support the analysis of attainment of the Aichi biodiversity targets. The work under this subprogramme will provide the science-based information to enhance the implementation of the Environmental Governance subprogramme. Furthermore, UNEP will use new cutting-edge information and communication technologies to enlarge its information base, and enhance the efficiency of the assessment process and its overall impact.

(b) UNEP will also develop and disseminate scenarios and models on environmental trends by identifying empirical data available in different localities and plugging information gaps to provide early warning of emerging problems. This will comprise the development and/or consolidation of scientific approaches for the identification of critical thresholds, emerging issues and other priorities worth considering by the scientific and policy-making communities. The production of publications and other awareness-raising materials to ensure that the knowledge generated is disseminated and customized for a wide range of stakeholders including UN agencies and other targeted external stakeholders based on the issues identified, their locality and their relevance to particular groups.

¹⁶ General Assembly resolution 2997 (XXVII)

(c) Finally, UNEP will provide countries with policy advice and technical support to increase their ability to generate, access and analyze integrated environmental information, and continue to partner with relevant UN Agencies, think-tanks, scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at the national, sub-regional and regional levels. Moreover, UNEP will contribute to improving equitable access to information for improved decision-making at the global, regional and national levels, in line with Principle 10 of the Rio Declaration.¹⁷ UNEP will do so by facilitating the participation of Major Groups and stakeholders of civil society in information needs assessments, the generation and collection of data and information, and the dissemination of information at the national and local level. UNEP will draw on the expertise and networks of its partners, including developed and developing countries and organizations that are maintaining regional, national and thematic environmental information systems to identify data gaps and build the capacity of stakeholders to better access, generate and use information in shaping decisions that lead toward an equitable and sustainable development pathway.

External factors:

Key external factors over which UNEP does not have control that present potential risks to success include: the willingness of governments to provide access to key environmental and related socio-economic data necessary for conducting assessments through interactive platform(s); the quality of the data and information provided by data owners (government, institutions and the research community); and the active use by governments in their decision and policy making processes of data and information made accessible through UNEP's work.

¹⁷ Principle 10 of the Rio Declaration was adopted by 178 nations at the UNCED in 1992.

Expected accomplishments	Indicators of achievement
(a) Global, regional and national policy-making is facilitated by environmental information made available on open platforms	<p>a) (i) Increase in the number of UN agencies and multilateral environmental agreements using data on environmental trends identified through UNEP to influence their policy</p> <p><i>Unit of Measure:</i> Number of UN agencies and multilateral environmental agencies (MEAs) that cite UNEP online information platforms and documents/reports containing data on environmental trends in their policy statements and documents (e.g. UNDAFs, UN Development Group training materials)</p> <p><i>Dec. 2011 (baseline): 0</i> <i>Dec. 2013 (estimate): 0</i> <i>Progress expected as at Dec 2014: 8</i> <i>Dec. 2015: 10 UN agencies and MEAs</i></p>
	<p>(ii) Increase in the number of relevant global, regional and national fora and institutions using data on environmental trends identified through UNEP to influence their policy</p> <p><i>Unit of Measure :</i> Number of global, regional and national fora and institutions that cite UNEP documents, reports, speeches and press releases on environmental trends in their documents and policy statements</p> <p><i>Dec. 2011 (baseline): 0</i> <i>Dec. 2013 (estimate): 0</i> <i>Progress expected as at Dec 2014: 25 institutions</i> <i>Dec. 2015: 30 institutions</i></p>
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	<p>(b) Increase in the number of stakeholders surveyed that acknowledge the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP</p> <p><i>Unit of Measure</i> Number of UN agencies, MEAs, other fora and networks, institutions and national governments surveyed that acknowledge uptake of scenarios and early warning on emerging issues in assessment and policy development processes</p> <p><i>Dec. 2011 (baseline): 0</i> <i>Dec. 2013 (estimate): 3</i> <i>Progress expected as at Dec 2014: 7</i> <i>Dec. 2015:10</i></p> <p>Number of registered Children & Youth, Sports Organisations and World Environment day participants} that undertake activities on UNEP's website or that report through UNEP networks as a result of targeted messaging on emerging environmental issues</p> <p><i>Dec. 2011 (baseline): 4,000</i> <i>Dec. 2013 (estimate): 4,400</i> <i>Progress expected as at Dec 2014: 5,000</i></p>

(c) The capacity of countries to generate, access, analyze, use and communicate environmental information and knowledge is enhanced

(c) i) Increase in the number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and making the information and knowledge available to the public and policy makers

Unit of Measure:

Number of countries developing information systems and documents/reports that include analysed data and information having their origins in UNEP outputs and processes (e.g. citations in documents such as green economy transition plans, climate change and disaster risk reduction action plans)

Dec. 2011 (baseline): 0

Dec. 2013 (estimate): 0

Progress expected as at Dec 2014:

Dec. 2015: 7

ii) Increase in the number of countries making available credible nationally generated data and access to country-specific environmental information in comparable formats available on public platforms

Unit of Measure:

Number of countries making accessible to public additional or new environmental data sets and public platforms in comparable formats (e.g. websites, information or data portals)

Dec. 2011 (baseline): 0

Dec. 2013 (estimate): 0

Progress expected as at Dec 2014: 5 countries

Dec. 2015: 7 countries

iii) Increased number of Major Groups and stakeholders surveyed that acknowledge their involvement in the generation, access to and use of environmental information available on public platforms

Unit of Measure:

Number of accredited major groups and stakeholders acknowledging involvement in the generation, access to and use of environmental information made available on public platforms, based on surveys

Dec. 2011 (baseline): 0

Dec. 2013 (estimate): 0

Progress expected as at Dec 2014: 30 accredited major groups

Dec. 2015: 50-accredited major groups

Increase in the number of major UNEP publications in languages other than English made accessible through

UNEP-developed online platforms.

Dec. 2011 (baseline): 0

Dec. 2013 (estimate): 2

Progress expected as at Dec 2014: 4

Dec. 2015: 5

Causal Relationship

Information, based on the best science available, is most relevant for stakeholders if there is free, easy, timely and appropriate access and if it is available in a format that allows stakeholders to understand and digest the information for their particular purpose. For this reason, the subprogramme includes both expected accomplishments and outputs aimed at *increasing the availability of information on open platforms*, but also EAs and outputs—in line with the Bali Strategic Plan—aimed at *building the capacity* of governments, UN agencies, major groups and other stakeholders to access, analyze, communicate and use this information in a range of policy, planning and assessment processes. In other words, the subprogramme aims to help bridge the gap between the producers and users of environmental information, and to link science with policy.

To strengthen information based on the best science available, UNEP will produce assessments, publications, and other information tools, and will work with governments and Major Groups to strengthen capacities to produce and communicate high quality environmental data, information and assessments. At the same time, the subprogramme includes a range of outputs that support the use of environmental information by different target groups. These include tools, methodologies and technical support to strengthen the capacity of stakeholders, including Major Groups and Governments to identify and access relevant information from the public and private sectors and to make best use of the information available within their decision-making processes. The subprogramme also includes targeted dissemination and outreach programmes for different target groups. Furthermore, with the assistance of UNEP's Regional Offices, UNEP information products will be fed into relevant policy, planning and decision making processes, including regional and national forums, MEAs and work by [UN UNCTs Country Teams](#).

Work under subprogramme 7 will also contribute to the UNEP corporate Expected Accomplishment of increased use of credible science in implementing the UNEP [programme of work PoW](#), and to a number of Expected Accomplishments in thematic subprogrammes that depend on the availability and quality of environmental information.

- Outputs under EA (a) include establishment of global, regional and national platforms and synthesis of environmental information through assessments and atlases. For example, a gender and environment outlook would use information from social sciences as well as gender sensitive indicators to review gender-environment links and guide policy actions towards gender equality. To strengthen the ability and opportunities for different stakeholders to use this information, EA(a) also includes targeted communication, tools, methodologies and technical support to governments, regional and national forums and institutions, Major Groups and other stakeholders, as well as contribution to joint outputs with UN agencies and MEAs. These could potentially include support to a global sustainable development outlook and supporting countries and other partners in reporting on the environmental aspects of [Sustainable SDGs Development Goals](#), and reviewing progress against other environmental goals and targets. Based on these outputs, it is expected that the quantity, quality and accessibility of information available on open platforms will increase, and use this information by UN agencies, MEAs, Major Groups, regional and national forums and institutions in their policy processes will increase, ultimately leading to improved decision making based on best science available.
- Outputs under EA(b) include processes and tools for reporting on *emerging environmental issues*;

capacity building to use this information for decision making; and targeted outreach action to inform stakeholders of emerging issues and critical thresholds so that they can take these into account in their decision making processes.

- Outputs under EA(c) include identification and application of global best practices to catalyze broad stakeholder access to information, and to increase the capacity of and opportunities for Major Groups and Stakeholders to better access and utilize environmental information; building capacities of regional forums and national institutions to better utilize environmental information for policy and planning processes; and building capacity to develop customized outreach tools and networks. Through these outputs, it is expected that in a range of countries, stakeholders will have better access to information and strengthened capacity to generate, use and communicate relevant information in their policy, planning and decision making processes

Outputs planned for the biennium in pursuit of Expected Accomplishment (a): Global, regional and national policy-making is facilitated by environmental information made available on open platforms			
PoW Output	Division accountable	Contributing Division/s	Scope
1. Operational online platform(s) open for the public to access environmental data and information at global, regional and national levels, contributed by UNEP and partners to satisfy the needs of different user communities	DEWA	DRC	Global/Regional
2. Integrated assessment reports, including a Gender and Environment outlook, atlases, online information and regularly produced data on core indicators provide sound science and integrate environmental, economic and social information as a basis for decision-making	DEWA	DTIE DEPI DRC	Global/Regional
3. Environmental information identified by UNEP is presented and disseminated to different target audiences, in languages, including Governments, academia, UNited Nations entities, media, and the general public	DCPI	DEWA DRC	Global/Regional
4. Methodologies, standards, tools and approaches including the those used for the internationally agreed environmental goals identified in GEO-5, are refined, developed and disseminated to help different target audiences to generate, validate, access, understand and use environmental information.	DEWA	DRC	Global/Regional
5. Technical support to enhance accessibility by UN entities, including Country Teams and MEAs to use data on environmental trends identified through UNEP to catalyze discussions on environmental sustainability at high level to influence policy and programme development	DRC	DEL DEWA	Regional
6. Major Groups and Stakeholders are provided with targeted information, knowledge, tools, methodologies and technology support to effectively access, generate and disseminate environmental information to contribute towards improved decision in global, regional and national policy making.	DRC	DEWA	Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (b): Global, regional and national assessment processes and policy planning are informed by emerging environmental issues			
PoW Output	Division accountable	Contributing Division/s	Scope
1. Structured processes and tools for the identification, analysis and reporting of emerging environmental issues of global and regional significance are developed and support provided for their application	DEWA	DRC	Global/Regional
2. Technologies developed and capacity enhanced to keep abreast of and use	DEWA	DRC	Global/Regional

information on emerging environmental issues for decision making and policy development		DCPI	
3. Targeted outreach actions to inform and alert stakeholders to emerging environmental issues	DCPI	DRC	Global/Regional

Outputs planned for the biennium in pursuit of Expected Accomplishment (c): The capacity of countries to generate, access, analyze, use and communicate environmental information and knowledge is enhanced

PoW Output	Division accountable	Contributing Division/s	Scope
1. Global best practices are identified and/or developed to build capacity and catalyze access by governments, Major Groups, and other stakeholders to information tools, and provide technology support to generate,, validate, contribute to, access and communicate integrated environmental data and information	DEWA	DRC	Global/Regional
2. Capacities of regional fora, national institutions major groups, and other stakeholders are enhanced to better utilize environmental information, knowledge contained in, and outcomes of, major UNEP-led assessments (eg GEO-5) in regional and national policy and planning processes	DRC	DEWA	Global/Regional
3. The capacity of Major Groups and Stakeholders to assess and utilize environmental information and knowledge is enhanced by identifying global best practices for information access and utilisation and by providing target trainings and capacity building activities.	DRC		Global/Regional
4. Customised communication and outreach tools, methodologies, mechanisms/networks and products developed to increase capacity nationally, regionally and globally	DCPI	DRC	Global/Regional

Table 22:

Resource projections by category: Environment under Review

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Posts	-	9,888	9,888	-	41	41
Non-post	-	6,880	6,880			
Subtotal, A	-	16,768	16,768	-	41	41
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	-	16,922	16,922		5	5
Subtotal, B	-	16,922	16,922	-	5	5
C. Programme support costs						
Programme support costs	-	-	-			
Subtotal, C	-	-	-	-	-	-
D. Regular budget						
Post	-	3,897	3,897	-	11	11
Non-post	-	3,371	3,371			
Subtotal, D	-	7,268	7,268	-	11	11
Grand total (A+B+C+D)	-	40,958	40,958	-	58	58

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 23:

Resource projections by organizational unit: Environment under Review

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A.DEWA						
(i) Environment Fund						
Posts	-	3,923	3,923	-	17	17
Non-post	-	2,151	2,151			
(ii) Other funds	-	16,891	16,891	-	13	13
Subtotal, A	-	22,964	22,964	-	30	30
B.DELC						
(i) Environment Fund						
Posts	-	754	754	-	3	3
Non-post	-	553	553			
(ii) Other funds	-	1,507	1,507	-	-	0
Subtotal, B	-	2,814	2,814	-	3	3
C.DEPI						
(i) Environment Fund						
Posts	-	-	-	-	-	-

Non-post	-	-	-			
(ii) Other funds	-	63	63			
Subtotal, C	-	63	63	-	-	-
D.DTIE						
(i) Environment Fund						
Posts	-	515	515	-	2	2
Non-post	-	752	752			
(ii) Other funds	-	482	482	-	-	-
Subtotal, D	-	1,748	1,748	-	2	2
E.DRC						
(i) Environment Fund						
Posts	-	3,588	3,588	-	15	15
Non-post	-	2,089	2,089			
(ii) Other funds	-	2,727	2,727	-	2	2
Subtotal, E	-	8,405	8,405	-	17	17
F.DCPI						
(i) Environment Fund						
Posts	-	1,108	1,108	-	5	5
Non-post	-	1,335	1,335			
(ii) Other funds	-	2,521	2,521	-	1	1
Subtotal, F	-	4,964	4,964	-	6	6
Grand Total (A+B+C+D+E+F)	-	39,209	39,209	-	56	56
(i) Total Environment Fund	-	16,768	16,768	-	41	41
(ii) Total Other funds	-	24,190	24,190	-	16	16
Grand Total	-	40,958	40,958	-	58	58

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.

V. Programme support

59. Programme support comprises services provided by the UNEP Office for Operations and services provided by the United Nations Office at Nairobi. The Office for Operations is responsible for establishing standard business practices across the areas of strategic planning and monitoring, partnership selection and management, financial and human resource management, resource mobilization, and information and communication technology support. The office is also responsible for providing technical support and tools in these work areas, and ultimately responsible for oversight to provide management with information to review UNEP's performance and ensure that norms and standards within the organization are followed. The Office for Operations enhances corporate accountability, including by issuing new delegations of authority and undertaking compliance, oversight and reporting. The office coordinates and services UNEP work in relation to oversight bodies such as OIOS and the [United Nations](#) Board of Auditors.

60. Within the Office for Operations, the Quality Assurance Section is directly responsible for driving and supporting UNEP's results-based management reforms. The section establishes standard business practices for UNEP strategic planning, programmes and projects and manages the related review and approval processes. The section also establishes the business practices for programme analysis, performance monitoring and reporting and assures quality in project and programme reporting. It has the authority and means to ensure quality in programmes and projects and programme performance.

61. Also within the Office for Operations is the Resource Mobilization Section responsible for facilitating, supporting and coordinating the resource mobilization efforts undertaken by UNEP programme managers, with the aim of securing adequate and predictable funding, in particular through the Environment Fund and trust funds and earmarked contributions. This entails close communication with donors and programme managers, the development of strategic partnerships with Governments in support of UNEP priority programmes and projects, the diversification of UNEP funding sources through the development of support from non-State actors and provision of donor and programme information and resource mobilization tools.

62. The Office for Operations is also responsible for the strategic management of UNEP financial, human, information technology resources and is increasingly emphasizing its alignment with programmatic needs. It works in close cooperation and coordination with the UN Office at Nairobi (UNON), which provides services to UNEP in respect of accounting, payroll and payments, recruitment and staff services, staff development, network and other systems administration, procurement and inventory maintenance. UNON also provides services to UNEP in the areas of host country relations, buildings management, conference management, medical and security and safety.

63. The Office for Operations is the main driver in UNEP that will ensure the operations strategy in the [medium-term strategy MTS](#) for the period 2014-2017 is implemented. This will require that results-based approaches are fully integrated, from both the strategic and operational perspectives. The strategy is to enable all planning and delivery efforts within the organization—from programme planning, human and financial resource mobilization, allocation and management to partnerships management, risk management, monitoring and evaluation—to have mutually reinforcing objectives that enable UNEP to better deliver its services to other UN agencies and countries in a results-based context. The objective therefore for programme support is to ensure quality and accountability in UNEP programme planning and implementation and in the associated management of financial, human and information technology resources and partnerships to achieve the results in the [PoW programme of work](#) and [MTS medium-term strategy](#).

64. UNEP will also institutionalize environmental and social safeguards including on gender to reduce the risks associated with environmental and social sustainability. UNEP is committed to ensuring that gender perspectives are fully integrated into its programmes, policies and operations strategy. A new Gender Policy and Plan of Action will be developed, which will focus on the integration of gender considerations in human resources, programme and project planning, implementation and in monitoring and evaluation processes.

65. UNEP also aims to be en par with international best practices in organizational management. This means that UNEP must enhance the satisfaction of its customers, which in UNEP are not only governments

and major groups but also the UN system, where UNEP has a key role in bringing coherence in the work of the UN system on environmental issues and catalyze action based on comparative strengths. UNEP's first expected accomplishment is therefore focused on the need to ensure that customer satisfaction is a key driver of UNEP's programme.

66. International best practice also calls for processes for continual improvement through monitoring and adaptive management to improve quality in performance based on the accountability for delivery. Such practice requires a systematic, factual approach to decision making so that continuous improvement is made possible. The strengthening of UNEP's yearly programme and six-monthly project performance monitoring and reporting process will entail ensuring a strong evidence base exists when reporting on performance and in turn, a more structured approach to the validation of performance data. This, in turn, will strengthen the basis for a systematic approach to the use of performance information so that ultimately management actions can be taken at project and programme levels to achieve the results in the [PoW programme of work](#). Performance information from UNEP's annual programme performance report (PPR) will include findings relating to programme and project management, which will include issues that relate to financial, human and information technology resource management. These findings will serve as the basis for management actions to be taken so that adaptive programme and project management is carried out and human and financial resource mobilization, allocation and management are done with mutually reinforcing objectives to ensure the results planned in the [PoW programme of work](#) are ultimately achieved. With accountability as the cornerstone of UNEP's results-based management, the organization will systematically track through the organization's programme information management system (PIMS), the extent to which management actions are taken to adaptively manage programmes and projects to achieve planned results.

67. Furthermore, UNEP will aim for greater coherence between programmatic needs identified from programme planning and monitoring and the development of human capacities as UNEP will ensure capacities are enhanced for effective results-based management. UNEP will therefore include a core budget to ensure a minimum level of results-based management training takes place on an annual basis (see Annex V).

68. Also in line with international best practice regarding a systematic and factual approach to decision-making is UNEP's approach to risk management. As part of its drive to enhance accountability and performance management, UNEP will have the appropriate controls and processes to reduce and manage risks that relate to programmatic, financial and human resource management, information technology and partnerships that could potentially impinge on UNEP's ability to achieve the results in the [MTS medium-term strategy](#) and [PoW programme of work](#). The aim is that UNEP can therefore adaptively manage its programmes and projects and better deploy resources to ensure efficiency in its operations and value for money.

69. The table below provides the expected accomplishments and indicators of achievement, which will underpin much of UNEP's operations strategy in the [medium term strategy MTS](#).

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

Objective: To ensure quality and accountability in UNEP programme planning and implementation and in the associated management of financial, human and information technology resources and partnerships to achieve the results in the programme of work and medium-term strategy	
Expected accomplishments	Indicators of achievement
(a) UNEP's programme is increasingly driven by a strong customer-focus	(a) Level of satisfaction expressed by surveyed members of the Committee of Permanent Representatives and relevant partners of UNEP on the relevance of UNEP programme planning documents <i>Performance measures</i> Estimate 2012–2013: n/a

- Target 2014–2015: 70 per cent
- (b) UNEP systematically uses risk information in its decision-making (b) Percent of significant risks identified by UNEP pertaining to programmatic, financial, human, information technology and partnership issues, which could affect the delivery of results, that receive management actions
- Performance measures*
Estimate 2012–2013: n/a
Target 2014–2015: 70 per cent
- (c) UNEP systematically uses performance information in its decision-making (c) Percent of accepted programme and budget performance issues and evaluation recommendations identified in UNEP’s programme performance reports and in evaluations that receive management action
- Performance measures*
Estimate 2012–2013: n/a
Target 2014–2015: 80 per cent
- (i) Percent of UNEP projects that can demonstrate the integration of gender considerations in project implementation
- Performance measures*
Estimate 2012–2013: n/a
Target 2014–2015: 50 per cent
- (ii) Percent of unearmarked extrabudgetary resources allocated that are based on the use of performance information
- Performance measures*
Estimate 2012–2013: 80 per cent
Target 2014–2015: 90 per cent

Outputs

(a) Administrative support services (regular budget/extrabudgetary)	
(i)	Programme planning, monitoring, budget and accounts: Programme plan and budget for the biennium 2016–2017 (one programme and budget plan). Programme and budget performance reports for the biennium 2014–2015 (two annual reports).
(ii)	Resource mobilization: resource mobilization strategy per subprogramme (seven)
(b) Internal oversight services (regular budget/extrabudgetary)	
(i)	(i) Management reviews: Half-yearly management reviews of UNEP’s programme performance monitoring (based on the UNEP monitoring policy) to assess progress in implementation and accountability and track management actions to improve performance. Risk register used to assess risks and take corrective action.
	(ii) Audits: Internal and external audits facilitated and written management response showing actions taken to implement audit recommendations.

Resource requirements

Table 24:

Resource projections by category: Programme support

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
A. Environment Fund						
Post	6,370	(567)	5,803	28	-	28
Non-post	1,128	2,481	3,609			
Audit /OIOS	-	250	250			
Reimbursement for Services-UNON/UNOG	2,558	3,092	5,650			
Subtotal, A	10,055	5,257	15,312	28	-	28
B. Trust and Earmarked Funds						
Trust and Earmarked Funds	-	-	-			
Subtotal, B	-	-	-	-	-	-
C. Programme Support Costs						
Programme Support Costs	21,260	1,634	22,894	72	(4)	68
Subtotal, C	21,260	1,634	22,894	72	(4)	68
D. Regular budget						
Post	1,534	2,953	4,487	5	10	15
Non-post		314	314			
Subtotal, D	1,534	3,267	4,801	5	10	15
Grand total (A+B+C+D)	32,848	10,159	43,007	105	6	111

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
d. Figures may vary slightly due to rounding off for both budget figures and posts.

Table 25:

Resource projections by organizational unit: Programme support

Category	Resources (thousands of United States dollars)			Posts		
	2012-2013	Changes	2014-2015	2012-2013	Changes	2014-2015
1. Office of Operations						
(i) Environment Fund						
Post	511	(206)	306	1	-	1
Non-post	-	46	46			
(ii) Other funds*	-	1,132	1,132		2	2
Subtotal, 1	511	973	1,484	1	2	3
2. Quality Assurance Section						
(i) Environment Fund						
Post	2,481	22	2,503	10	(1)	9
Non-post	403	56	459			
(ii) Other funds*	2,406	462	2,869	4	3	7

Subtotal, 2	5,291	540	5,831	14	2	16
3. OFO Adm/Fin/ICT						
(i) Environment Fund						
Post	2,770	(660)	2,111	14	(2)	12
Non-post	424	2,687	3,112			
(ii) Other funds*	13,011	7,298	20,309	73	1	74
Subtotal, 3	16,206	9,326	25,532	87	(1)	86
4. Resource Mobilization Section						
(i) Environment Fund						
Post	607	277	884	3	3	6
Non-post	300	(58)	242			
(ii) Other funds*	1,268	(312)	956	-	-	-
Subtotal, 4	2,175	(93)	2,082	3	3	6
5. Reimbursement for Services						
(i) Environment Fund						
Post						
Non-post	2,558	3,092	5,650			
(ii) Other funds*	6,108	(3,679)	2,429	-	-	-
Subtotal, 5	8,666	(587)	8,079	-	-	-
Grand total (1+2+3+4+5)	32,848	10,159	43,007	105	6	111
(i) Total Environment Fund	10,055	5,257	15,312	28	-	28
(ii) Total Other funds*	22,794	4,902	27,695	77	6	83
Grand Total	32,848	10,159	43,007	105	6	111

- a. In the interest of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds".
- b. Posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.
- c. Includes proposed additional regular budget resources as a result of the outcomes from RIO plus 20 and is inclusive of those pertaining to UNSCEAR.
- d. Figures may vary slightly due to rounding off for both budget figures and posts.