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Proposed medium-term strategy for 2018–2021

Proposed medium-term strategy for the period 2018–2021

Report of the Executive Director

In its resolution 1/15, the United Nations Environment Assembly of the United Nations Environment Programme (UNEP) requested the Executive Director of UNEP to prepare a medium-term strategy for the period 2018–2021 and a programme of work and budget for 2018–2019 for approval at its second session, to be held in Nairobi in May 2016.

The development of the medium-term strategy for 2018–2021 rests on the principle of putting people at the centre of the environmental dimension of sustainable development, as reflected in the 2030 Agenda for Sustainable Development and in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want". The framework for developing the medium-term strategy includes United Nations Environment Assembly resolutions and relevant Governing Council decisions, General Assembly resolutions, multilateral environmental agreements and their relevant strategic plans, action plans and resolutions/decisions, and other internationally agreed environmental goals.[1]

Member States reviewed the road map for the preparation of the medium-term strategy at the second annual meeting of the subcommittee of the Committee of Permanent Representatives to UNEP, held in October 2014. The following six streams of consultations took place as part of the preparation of the medium-term strategy:

(a) Sessions with the Committee of Permanent Representatives;

(b) Engagement with Member States through regional offices and existing regional forums;

(c) Internal visioning processes of UNEP;

(d) Consultations on priorities with strategic partners;

(e) Consultations with multilateral environmental agreement secretariats;

(f) Interactions with major groups and stakeholders.

* UNEP/EA.2/1.

[1] Also known as global environmental goals. The compilation of the goals is ongoing and available at http://geg.informea.org/.

The medium-term strategy builds on consultations with the Committee of Permanent Representatives held on 10 March 2015 (on a longer-term planning approach), 30 April 2015 (on emerging issues), 30 June 2015 (on the subprogramme approach, in the form of outcome maps with proposed indicators), 17 September 2015 (on revised subprogrammes) and 14 January 2016 and during the third meeting of the annual subcommittee of the Committee of Permanent Representatives, held on 30 October 2015, and the second meeting of the Open-ended Committee of Permanent Representatives, held in February 2016. It clarifies the 2030 vision for UNEP, lays out the business model and builds on lessons learned.

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United Nations Environment Programme medium-term strategy for the period 2018–2021

1. Introduction

1. In September 2015, the General Assembly adopted the 2030 Agenda for Sustainable Development (2030 Agenda) and its 17 Sustainable Development Goals, which cut across disciplines, sectors and institutional mandates. The new agenda acknowledges the integrated nature of the many challenges that humanity faces, from gender inequality to inadequate infrastructure and from youth unemployment to environmental degradation. In the preamble to the 2030 Agenda, world leaders affirmed that they were determined to protect the planet from degradation, including through sustainable consumption and production, sustainable management of its natural resources and urgent action on climate change, so that it could support the needs of present and future generations.

2. A synthesis report of the United Nations Secretary-General on the post-2015 sustainable development agenda states that the 2030 Agenda represents a truly universal and transformational course for sustainable development.

3. Achieving the 2030 Agenda will require a new paradigm for sustainable development in which work on issues such as health, education and, critically, the environment is no longer conducted in silos, but is intrinsically linked. Over 86 targets in the 2030 Agenda are concerned with environmental sustainability, including at least one in each of the 17 Goals.

4. Within this framework, the medium-term strategy of the United Nations Environment Programme (UNEP) for the period 2018–2021 is informed by relevant resolutions and decisions of the United Nations Environment Assembly, the General Assembly and the UNEP Governing Council, and by the strategies and plans of multilateral environmental agreements and other internationally agreed environmental goals. Taking these directives as its starting point, UNEP will exercise its leadership role in the United Nations system and with other partners on environmental matters, which will entail promoting coherence in the way that the United Nations system integrates the environment into sustainable development. Within its mandate, UNEP will also support countries in their efforts to become more environmentally sustainable, while balancing the integration of the economic and social dimensions of sustainable development.

5. The medium-term strategy sets out an analysis of the significant environmental challenges that the world will face in the coming years (section 2). Climate change remains a pressing issue and must be addressed through enhanced adaptation and a reduction in greenhouse gas emissions. Equally important is resilience to industrial accidents, conflicts and natural disasters, which are becoming more frequent and more damaging with the warming climate. Biodiversity is key to maintaining healthy and productive ecosystems, which in turn are necessary for conserving flora and fauna, and to providing a large range of ecosystem services such as drinking water and secure food systems. There is a need to make better use of natural resources for economic and social growth, to improve management of waste and chemical products and to set up effective laws, policies and institutions to govern actions that affect the environment. There is also a need to monitor the state of the planet's health in order to gain a better understanding of the full extent of the challenges faced.

6. The medium-term strategy recognizes that achieving the environmental objectives of sustainable development takes time. It acknowledges this important lesson by defining an ambitious 2030 vision for UNEP (section 3) and aligning itself with the principles contained in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want", as well as the 2030 Agenda. The comparative advantage of UNEP in this work is to provide an environmental lens through which to view, understand and advise on sustainable development.

7. Section 4 defines how decisions will be made through the operating principles of UNEP. The focus of the work of UNEP in the coming years is outlined in sections 5 and 6, which are organized into thematic subprogrammes that chart the path towards realizing the UNEP vision for 2030, while section 7 sets out the business model of the organization. The strong focus of UNEP on results is mirrored by its approach to evaluation, as detailed in section 8. Such measures will ensure that UNEP is better positioned to address environmental challenges and ultimately build a healthier, more sustainable world for all.

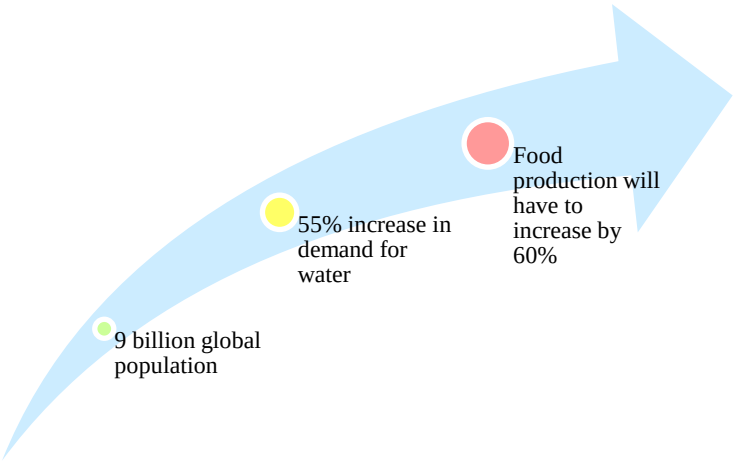
2. Situation analysis

8. The world environment is continuously evolving and UNEP must operate within that context. Many of our most pressing environmental challenges are driven by large, transformative global forces that impact everyone on the planet.

Resource efficiency and changing demographics

9. By 2050, population growth will put further pressure on the planet's ecosystems and the goods and services they provide. Growing food and water scarcity will make it even harder for people living in developing countries to eat a healthy diet, access clean water and practice good hygiene (figure 1).

Figure 1
Expected demand for food and water by 2050[2]

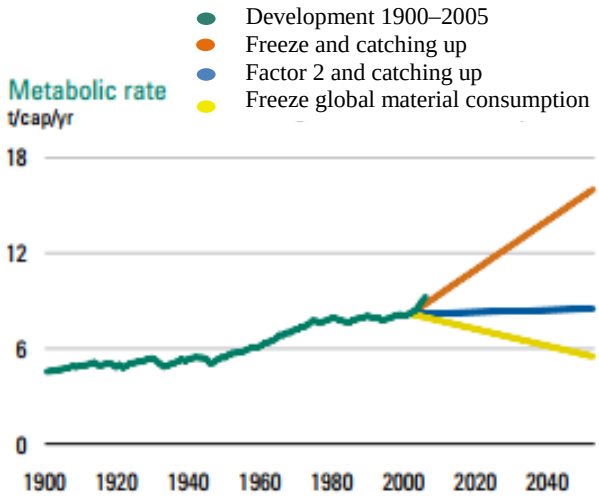


10. Growing demographic pressures, compounded by patterns of over-consumption, will deplete our supply of natural resources and increase waste production, resulting in negative social, health and economic consequences. Escalating resource use is causing significant environmental pressure to the extent that a business-as-usual scenario could more than triple global resource extraction and per capita CO_2 emissions by the middle of the twenty-first century (figure 2).[3] The depletion of natural resources will hinder long-term economic growth, while exacerbating global inequalities. At the same time, intensive mining, logging, agribusiness and oil and gas extraction could – if poorly managed – increase the risk of environment degradation and pollution, potentially triggering tensions in local communities.

[2] Alexandratos, *World Agriculture Towards 2030/2050: The 2012 Revision*. ESA Working paper No. 12-03, 2012.

[3] United Nations Environment Programme (UNEP), *Decoupling Natural Resource Use and Environmental Impacts from Economic Growth, A Report of the Working Group on Decoupling to the International Resource Panel*, 2011.

Figure 2
Implications of per capita resource consumption in three growth and development models

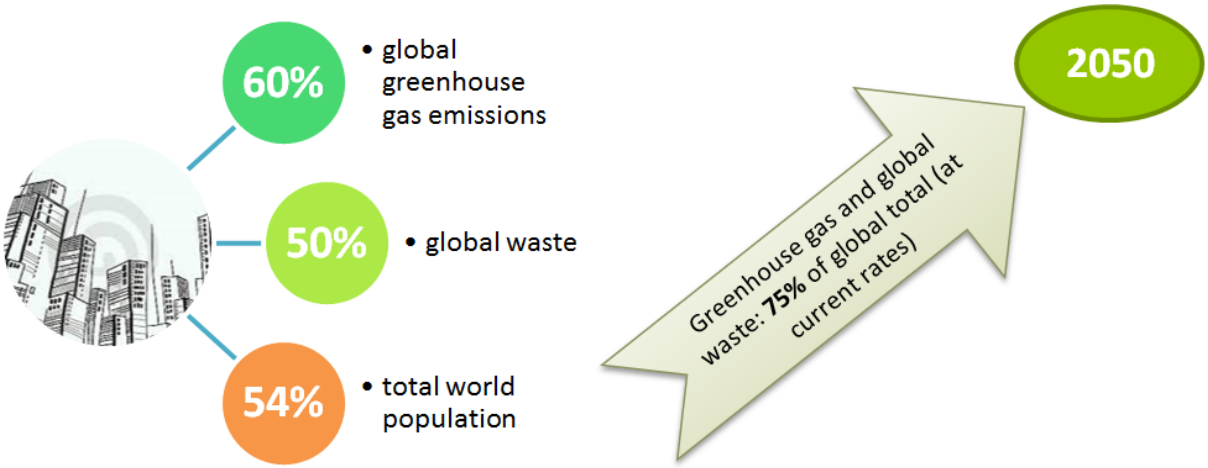


Metabolic rates are the "material footprint" of an individual person living by a certain country's average level of consumption calculated as *resources used per capita*, where *resources* include construction minerals, ores and industrial minerals, fossil fuels, and biomass.

Scenario 1: Business as usual – Freeze in resource consumption growth (industrial countries) and catching up (rest of the world). Results in 16 tons of consumption per capita. Implying more than a tripling of annual global resource extraction. **CO_2 per capita emissions increased by 300 per cent.**
Scenario 2: Moderate contraction – Halve consumption for industrial countries and catching up for the rest of the world. Results in 8 tons of consumption per capita – the same rate as in the year 2000. **CO_2 per capita emissions increased by 50 per cent.**
Scenario 3: Tough contraction – Freeze global resource consumption for industrial and developing countries. Results in 6 tons of consumption per capita. Average **CO_2 per capita emissions reduced by 40 per cent.**

11. Urbanization is another important driving force for environmental change. The urban population, as a proportion of the overall population, is expected to rise to 70 per cent by 2050,[4] by which time the world's cities will be generating 75 per cent of global waste and greenhouse gas emissions (figure 3). However, a more concentrated population presents a strategic opportunity to improve environmental sustainability, as more people can be more easily reached.

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



Climate change

12. Climate change continues to be one of the most pervasive and threatening issues of our time, with far-reaching impacts in the twenty-first century.[5] Temperature changes and sea-level rise are already affecting human well-being in many places, including coastal zones and small island developing States.[6] According to data set out in the fifth edition of the UNEP *Global Environment Outlook* (GEO-5) and the Fifth Assessment Report of the Intergovernmental Panel on Climate Change,

[4] Department of Economic and Social Affairs, *World Urbanization Prospects*, 2014.

[5] UNEP, *21 Issues for the 21st Century: Result of the UNEP Foresight Process on Emerging Environmental Issues*, 2012.

[6] Intergovernmental Panel on Climate Change, *Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*, 2014.

climate change is also putting significant pressure on ecosystems. Climatic variations and extreme weather events can also lead to large social and economic costs. Taking urgent action on climate change will therefore remain critical in the period 2018–2021 and beyond.

13. Climate change is expected to have major and unprecedented social and economic implications on where people can settle, grow food, build cities and rely on functioning ecosystems for the services they provide. The effects are likely to hit women harder than men, particularly in developing countries, given that women represent the majority of the world's poor and are often more socially excluded. Since 2000, natural disasters have killed more than 1.1 million people and affected another 2.7 billion, with floods, droughts and windstorms the most frequent events.[7]

14. Climate change could sharply increase the number of people forced from their homes as a result of land degradation and extreme weather events, which in turn can increase environmental pressures in the areas they flee to. The UNEP *Adaptation Gap Report 2014* stated that even if global greenhouse gas emissions are cut to the level required to keep the rise of global temperature below 2°C in the twenty-first century, the cost of adapting to climate change in developing countries is likely to reach two to three times the previous estimates of $70 billion–$100 billion per year by 2050.[8]

15. Member States meeting at the twenty-first session of the Conference of Parties to the United Nations Framework Convention on Climate Change in Paris in December 2015 adopted a universal agreement aiming to strengthen the global response to the threat of climate change in the context of sustainable development and efforts to eradicate poverty. It sets the world on a course to a zero-carbon, resilient, prosperous and fair future. The Paris Agreement will capitalize and accelerate the momentum created by the intended nationally determined contributions submitted by Member States and the remarkable momentum from non-State actors. *The Emissions Gap Report 2015* of UNEP assessed 119 intended nationally determined contributions that countries submitted to the secretariat of the Framework Convention on Climate Change by 1 October 2015. It found that efforts to tackle climate change, including those taken before the Paris agreement was adopted and before the full implementation of the intended nationally determined contributions, could cut up to 11 $GtCO_2e$ from projected emissions in 2030, which is around half of the total required to reach the global emission level (42 $GtCO_2e$ in 2030) consistent with a likely chance of staying below the "safe" level of a global temperature rise of 2°C by 2100.[9] There continues to be an unprecedented level of global recognition of climate change and a growing willingness to take significant action through the Convention to combat climate change and its impacts, including by non-State actors[10] and through clean energy use.

Chemicals, waste and air quality

16. Cancer, diabetes, heart disease and other non-communicable diseases, many of which are associated with air and water pollution, are on the rise. Brazil, Russia, India, China and South Africa alone account for 40 per cent of the global burden of disease. In almost all countries, per capita health-care expenditure is rising faster than per capita income; in some countries, health-care expenditure will increase from 20 per cent to 30 per cent of gross domestic product by 2024.

17. How is this an environmental challenge? Better and sound management of chemicals and waste and improved water and air quality can significantly lower disease rates, especially among vulnerable groups. For example, by 2030, measures taken by the Montreal Protocol on Substances that Deplete the Ozone Layer may prevent up to two million cases of skin cancer globally per year. Reducing environmental stress will reduce health risks in vulnerable groups, but this can only be achieved through an integrated approach, with partners across the environment and health sectors working together.

18. Climate change is not the only major concern regarding the planet's atmosphere. Figure 4 shows other factors related to air pollution. The figures given are more than double those of previous estimates and confirm that air pollution is among the world's largest environmental health risks.[11] A

[7] United Nations System Task Team on the Post-2015 United Nations Development Agenda, Disaster Risk and Resilience, Thematic Think Piece, Inter-Agency Secretariat of the International Strategy for Disaster Reduction, World Meteorological Organization, available at http://www.preventionweb.net/files/27462_20120607unttpostmdgthinkpieceondrra.pdf

[8] UNEP, *The Adaptation Gap Report 2014*. Nairobi, 2014.

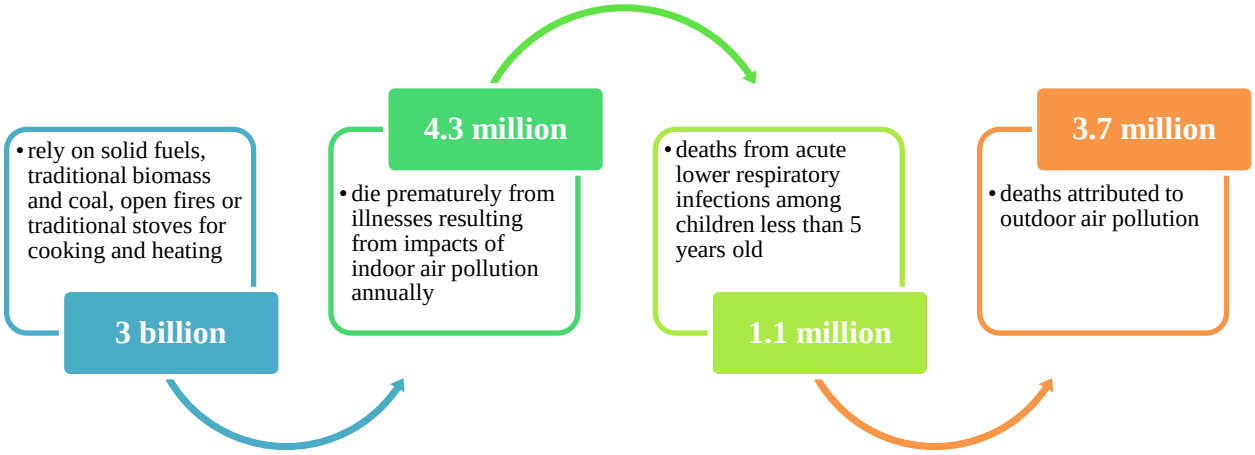
[9] UNEP, *The Emissions Gap Report 2015*. Nairobi, 2015.

[10] United Nations Framework Convention on Climate Change, Gender and Climate, 2015.

[11] World Health Organization, "7 million premature deaths annually linked to air pollution", 2014.

study by the Organization for Economic Cooperation and Development found that, in 2010, the cost of air pollution in China was approximately $1.4 trillion, while Europe lost around $140 billion to $230 billion due to reduced air quality in 2009. In its resolution 1/7, on strengthening the role of UNEP in promoting air quality, the United Nations Environment Assembly recognized the importance of addressing the issue of air pollution in a manner that integrated the environmental, social and economic dimensions of sustainable development.

Figure 4
Effects of air pollution



19. Chemicals that need sustained attention are those addressed under the chemicals and waste-related Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and Stockholm Convention on Persistent Organic Pollutants; the Minamata Convention on Mercury; and the Strategic Approach to International Chemicals Management, including persistent organic pollutants, pharmaceuticals and other chemicals that disrupt hormone systems. Similarly, industrial chemicals and hazardous and other wastes, including electronic waste (e-waste), require continued efforts. As the fastest-growing waste stream in the world, estimated at 20–50 million tonnes per year,[12] e-waste is becoming a major environmental challenge.[13] Emerging data show that the costs of using and producing harmful chemicals is quite high in terms of economic costs, health impacts, environmental degradation and effects on development planning. In its resolution 1/5, on chemicals and waste, the United Nations Environment Assembly affirmed that a new approach was needed to minimize the risks of novel technologies and chemicals.[14]

Healthy and productive ecosystems

20. We must help the planet to become more resilient to change by sustainably managing forests, combating desertification, addressing land degradation, halting biodiversity loss and, more broadly, by protecting, restoring and promoting the sustainable use of terrestrial ecosystems. These have been identified as priority issues by the Strategic Plan for Biodiversity 2011–2020 and the Aichi Biodiversity Targets of the Convention on Biological Diversity,[15] and the 10-year strategic plan to enhance the implementation of the United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa (2008–2018).

21. Oceans face significant threats, such as overfishing, climate change and pollution.[16] Marine debris is found in all parts of the ocean and is harming wildlife, fisheries and coastal economies, which poses a potential health risk to humans given that plastic and harmful chemicals ingested by marine wildlife and seabirds can be transported through the food chain. Microplastics[17] are also increasingly

[12] Robinson, "E-waste: An assessment of global production and environmental impacts", 2009.

[13] Lundgren, *The Global Impact of E-Waste: Addressing the Challenge*, 2012.

[14] UNEP, *21 Issues for the 21st Century: Result of the UNEP Foresight Process on Emerging Environmental Issues*, 2012.

[15] Convention on Biological Diversity, Aichi Biodiversity Targets.

[16] World Wide Fund for Nature, *Living Blue Planet Report*, 2015.

[17] "Microplastics" include plastic particles with an upper size limit of 5mm in diameter. (*UNEP Year Book: Emerging Issues in our Global Environment*, 2014).

used in a wide range of goods, such as toothpastes and facial cleaners.[18] The UNEP Regional Seas Programme and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities are leading the response to United Nations Environment Assembly resolution 1/6, on marine plastic debris and microplastics.

22. According to *Global Biodiversity Outlook 4*,[19] pressures on biodiversity will continue to increase at least until 2020 and, as a result, biodiversity will continue to decline. The Global Risks Perception Survey 2014 highlighted that three of the top ten risks over the next ten years will be environmental, with one of the top three being biodiversity loss. The degradation of freshwater and marine ecosystems will increasingly affect biodiversity[20] and the provision of important goods (such as food, water, fibre and fuel) and services (such as nutrient cycling, purification, flood and climate regulation) that sustain human existence and livelihoods.[21]

23. GEO-5 and other key scientific reports such as *Global Biodiversity Outlook 4* indicate that unsustainable exploitation of resources, compounded by climate change and pollution of the air, land and water, including habitat changes and the spread of invasive alien species, will result in substantial biodiversity loss. This will negatively affect the status and functioning of ecosystems and the provision of ecosystem services, with subsequent impacts on food security, livelihoods and poverty reduction efforts. Examples are the collapse of fisheries, the alteration of hydrological cycles and the loss of species used for medicinal purposes.

24. Ocean acidification is another major challenge to the environment. Rising CO_2 levels in the atmosphere are affecting the acidity of oceans, which in turn, when paired with warmer sea temperatures and human-induced stresses, makes tropical reef ecosystems vulnerable to collapse.[22] Meeting the Aichi Biodiversity targets[23] will contribute to the broader global priorities addressed by the 2030 Agenda, namely reducing hunger and poverty, improving human health and ensuring a sustainable supply of energy, food and clean water.

Environmental governance

25. Illegal trade in wildlife has risen to crisis levels for some species, with close to 25,000 elephants killed in 2013 alone.[24] An increase in transnational crime, which also comprises illegal logging and fishing, affects governance efforts and hinders socioeconomic development. Violent conflict can be triggered, financed and prolonged by disputes over natural resources and leave devastating environmental legacies. Illegal logging, trafficking in waste, corruption, poaching and the associated illegal trade are symptomatic of the failures in natural resources governance and enforcement. Member States, through the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the International Criminal Police Organization and the United Nations Convention against Transnational Organized Crime, are increasingly partnering to eradicate this problem. In response, the United Nations Environment Assembly at its first session adopted resolution 1/3 to address illegal trade in wildlife and its adverse effects on ecosystems and livelihoods, which was endorsed by the General Assembly at its seventieth session.

26. To effectively address environmental priorities at any level, adequate and effective governance structures and normative and policy foundations are essential. Aligning environmental governance structures to the challenges of global sustainability and integrating social, environmental and economic objectives in sustainable development policies have been identified by scientists as the number one issue for the twenty-first century.[25] At the United Nations Conference on Sustainable Development, the Heads of State and Government and high-level representatives acknowledged that "good governance and the rule of law, at the national and international levels, as well as an enabling environment, are essential for sustainable development".[26] The importance of participation and

[18] UNEP, *Plastics in Cosmetics*, 2015.

[19] Convention on Biological Diversity, *Global Biodiversity Outlook 4: A mid-term assessment of progress towards the implementation of the Strategic Plan for Biodiversity 2011–2020*, 2014.

[20] *UNEP Year Book: Emerging Issues in our Global Environment*, 2014.

[21] Millennium Ecosystem Assessment, 2005.

[22] Convention on Biological Diversity, *Global Biodiversity Outlook 3*, 2010.

[23] See www.cbd.int/sp/targets/.

[24] *UNEP Year Book: Emerging Issues in our Global Environment*, 2014.

[25] UNEP, *21 Issues for the 21st Century: Result of the UNEP Foresight Process on Emerging Environmental Issues*, 2012.

[26] United Nations Conference on Sustainable Development, "The future we want. Our common vision", 2012.

involvement of major groups and stakeholders has been recognized through Rio Principle 10 and subsequent guidelines and resolutions,[27] as has the need to involve all institutions and actors in promoting environmental sustainability and combating violations of environmental law.[28] Effective implementation and compliance with multilateral environmental agreement commitments will continue to be high on the agenda of UNEP during the period 2018–2021.

Keeping the environment under review

27. Earth systems are being pushed to their biophysical limits and there is evidence that those limits either are close to being reached or have already been exceeded. They include changes to the bio-geochemical cycles (especially nutrients such as nitrogen and phosphorus), biodiversity loss and climate change.

28. Half of the Sustainable Development Goals have an environmental focus or address the sustainability of natural resources. At least one target in each of the 17 Goals concerns environmental sustainability, meaning that progress on one cannot be achieved if there is no progress on others. Goals with an environmental focus include Goal 6 (ensure availability and sustainable management of water and sanitation for all), Goal 7 (ensure access to affordable, reliable, sustainable and modern energy for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 11 (make cities and human settlements inclusive, safe, resilient and sustainable), Goal 12 (ensure sustainable consumption and production patterns), Goal 13 (take urgent action to combat climate change and its impacts), Goal 14 (conserve and sustainably use the oceans, seas and marine resources for sustainable development) and Goal 15 (protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss). For the other Goals, a healthy environment is essential for their achievement.

29. To track progress towards these and other global environmental goals, UNEP established six regional environmental information networks (REIN) and developed a common approach within the Global Environment Outlook (GEO) for indicator-based reporting and assessment to keep the environment under review. The biennial REIN meetings and regular GEO assessments could play an important role in delivering the evidence base for reviewing progress on the environmental dimension of sustainable development. If a four-yearly cycle is adopted for the Global Sustainable Development Report, the United Nations Environment Assembly would be able to ensure an effective review of the environment dimensions of the Goals through the regular GEO regional and global assessment processes. Necessary tools and follow-up on the link between science and policy will be developed to provide guidance on global norms and standards for keeping the environment under review, to strengthen science-policy partnerships and to ensure prompt action on emerging issues and thematic follow-up and review.

Other factors at play

30. The world faces a number of environmental risks, but addressing these alone will not be enough to build a healthy planet. Understanding the gender dimensions of the environment is key to conserving biodiversity and implementing the 2015–2020 Gender Plan of Action under the Convention on Biological Diversity. As key managers of land and resources, women and men – each in their own way – contribute to the conservation of biodiversity and are central to the success of biodiversity policy. Although women farmers currently account for 60–80 per cent of all food production in developing countries, gender often remains overlooked in decision-making regarding access to and use of land and biodiversity resources. Empowering women to participate as equals in decision-making related to information sharing and generation, education and training, and policy development will assist efforts in biodiversity conservation.

31. Those issues affect the environment and have consequences on the social and economic dimensions of sustainable development. The environmental agenda is as much integrated within its own arena as it is across dimensions. Issues are connected thematically and across geographical areas. Both political and scientific priorities in the regions have directly informed this global analysis for a

[27] See, for instance, the Guidelines for the Development of National Legislation on Access to Information, Public Participation and Access to Justice in Environmental Matters, adopted by the Governing Council of the United Nations Environment Programme at its ninth special session (http://www.unep.org/civil-society/Portals/24105/documents/Guidelines/GUIDELINES_TO_ACCESS_TO_ENV_INFO_2.pdf and United Nations Environment Assembly resolution 1/13.

[28] United Nations Environment Programme Governing Council decision 27/9, on advancing justice, governance and law for environmental sustainability.

bottom-up approach. The annex sets out a summary of consultations that took place through regional environmental forums and UNEP regional offices and the outcomes of the regional environmental information network conferences.

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

3. Vision 2030

33. UNEP aims to reduce environmental risks and increase the resilience of societies and the environment as a whole, while also responding to the challenges highlighted in the situation analysis. This will not only foster the environmental dimension of sustainable development but also bring socioeconomic benefits. The period 2018–2021 will provide a stepping stone for UNEP to realize the vision for 2030.

Environment in sustainable development

34. The challenge of UNEP in the 2030 Agenda is to develop and enhance integrated approaches to sustainable development – approaches that will demonstrate that improving the health of the environment will bring social and economic benefits.

35. An effective, integrated approach will ensure that the environment underpins prosperity; that environmental degradation does not result in large social and economic costs; and that all countries and all sectors of society stand to benefit, including across generations. Together with other internationally agreed environmental goals, the universal, inclusive and integrated scope of the 2030 Agenda offers UNEP a 15-year window of opportunity. UNEP will enable countries to balance environmental, social and economic objectives while promoting social development, sustained and inclusive economic growth and environmental protection for the benefit of all.

36. The full integration of the environmental, social and economic dimensions of sustainable development must take three factors into account. First, sustainable natural resource use is increasingly critical to economic and social development. Second, the regular review by UNEP of the state of the environment shows a reduction over time of social and economic costs as a result of gradual improvements in environmental sustainability. Third, compared to the rest of the population, marginalized and vulnerable groups enjoy greater social and economic benefits from the integration of environmental considerations into development planning. Such an integrated approach results in a more equitable distribution of resources, leading to healthier men, women and children.

37. In an effort towards achieving the 2030 Agenda, UNEP will work with local economies and partners such as the United Nations Human Settlements Programme (UN-Habitat) in promoting healthy cities. UNEP will, within its mandate, also take a lead with partners on tackling challenges presented with transboundary resources such as marine issues.

38. Science is fundamental in providing answers to some of the most pressing sustainability issues of the twenty-first century. Strengthening the science-policy interface to inform society of the risks and opportunities of new developments is therefore at the heart of the work of UNEP across the organization.

39. The United Nations Conference on Sustainable Development recognized the green economy as a pathway to achieving sustainable development and poverty eradication. Building on this, an inclusive green economy is low-carbon, efficient and clean in production, but also inclusive in consumption and outcomes, resulting in improved human well-being and social equity, while significantly increasing environmental resilience and reducing environmental risks and ecological scarcities.[29] Through the 2030 Agenda, Member States resolved to create conditions for sustainable, inclusive and sustained economic growth, while also considering the different levels of national development and capacities. They also stated the importance of working to build a dynamic, sustainable, innovative and people-centred economy that would particularly promote youth employment and the economic empowerment of women.[30] While the focus of UNEP is on the

[29] UNEP, *Uncovering Pathways Towards an Inclusive Green Economy*, 2015. http://www.unep.org/greeneconomy/Portals/88/documents/ger/IGE%20NARRATIVE%20SUMMARY_Web.pdf.

[30] Outcome document of the United Nations summit for the adoption of the post-2015 development agenda, "Transforming our world: the 2030 Agenda for sustainable development", especially paras. 3, 9, 27 and 33.

environmental dimension of sustainable development through partnerships, an inclusive green economy also brings social and economic benefits. It does this by adopting a more inclusive approach and encouraging investment in skills for future capacity, creating new jobs, providing livelihoods and reducing the risk of poverty. It goes beyond allocation and production aspects of the economy to include social aspects such as consumption and distribution. The approach proposes a more strategic allocation of resources to green sectors and the greening of brown sectors; more sustainable consumption; efficient, cleaner and safer production; and greater equity in the outcomes through public policies related to production and consumption decisions. It recognizes that there are many and diverse pathways to environmental sustainability.

40. UNEP will deliver on the three dimensions of sustainable development for improved environmental outcomes through inclusive green economy pathways. An inclusive green economy acknowledges the centrality of the environment to human well-being and explores the critical role of finance, technology, sustainable trade and institutions in creating the necessary conditions for addressing environmental and social challenges for sustainable development.

41. The drivers of reducing environmental degradation are largely in the realm of governance, policy space and the institutions that support governance and policy decisions. This is where an inclusive green economy approach, together with a range of enabling conditions, can achieve environmental sustainability.

Lessons learned

42. UNEP is a learning organization and will continue to improve by identifying opportunities through a blend of internal and external reviews, including an evaluation of the medium-term strategy for the period 2014–2017. Key lessons learned and opportunities for improvement from previous medium-term strategy periods are defined below:

43. **A better planning horizon**: many outcomes deriving from support by UNEP become visible after sustained engagement of ten or more years. However, UNEP must manage resources and report progress towards these results in a shorter-term programme of work period. As well as supporting the implementation of the 2030 Agenda, UNEP will focus on longer-term results by using an outcome map approach where the medium-term strategy sets out outcomes and impacts that UNEP will achieve by 2030, as well as outcomes for each intervening medium-term strategy period.

44. **Greater integration within UNEP and collaboration with other organizations**: sustainable development is a universal agenda; it compels society to think in terms of shared responsibilities for a shared future. Success is unlikely to come from any single player working on its own. It demands integration, a collaborative approach and policy coherence, both internally and externally. UNEP has enshrined these valuable lessons in operating principles. Internally, UNEP will better integrate how it works across its subprogrammes to be universal in application and provide a strategic regional presence. Externally, UNEP will create synergy through strategic partnerships and better integrate normative frameworks.

45. **Improved results-based budgeting facilitates better prioritization**: the changing and increasingly complex operating context is creating new demands for the deployment of a planning and budgeting process that is agile and can enable better resource use. UNEP is now seeking to create a stronger linkage between inputs, outputs and outcome-level results in strengthening the budget and continuing the journey towards results-based budgeting.

46. **Better-synchronized planning cycles will improve the speed of delivery**: while sequential planning allows for the medium-term strategy and programme of work to be clearly defined before a project portfolio can be confirmed, a tandem development will improve delivery speed. UNEP will develop its project portfolio in tandem with the medium-term strategy and programme of work.

http://www.un.org/pga/wp-content/uploads/sites/3/2015/08/120815_outcome-document-of-Summit-for-adoption-of-the-post-2015-development-agenda.pdf.

4. Operating principles

UNEP operating principles

47. Operating principles define the approach to achieving the 2030 vision of UNEP. Like signposts, the five principles guide the way UNEP approaches its work and the choices it makes. The business model in section 7 sets out the manner in which UNEP will coordinate and focus its actions based on those principles.

1. Universal in application	Through the medium-term strategy, UNEP aims to be globally coherent and locally responsive, for a truly universal approach, as a "one size fits all" approach will not work. UNEP will be globally coherent in its normative work and leadership role as the global environmental authority that sets the global environmental agenda. It will be locally responsive by recognizing the principle of national ownership and taking into account differing national realities, capacities and levels of development, whilst respecting national policies and priorities. UNEP will provide flexible support to Member States in the implementation of their national environmental policies, integrating economic, social and environmental aspects and recognizing their interlinkages, so as to achieve sustainable development in all its dimensions towards a common future.
2. Synergy through strategic partnerships	A universal UNEP strategy will work through strategic partnerships for sustainable development. For UNEP, inclusive and strategic partnerships will be a key feature of implementation at all levels: global, regional, national and local. Transformative partnerships will be built on common principles and values, a shared vision and shared goals, placing people and planet at the centre of sustainable development. Issue-based coalitions and platforms that integrate diverse stakeholders, including central and local governments, major groups, stakeholders and the private sector are key to implementation, monitoring and accountability.
3. Strategic regional presence	A strengthened strategic regional presence will propel the work of UNEP towards regional and global consensus and policy coherence on key issues relating to the environmental dimension of sustainable development. UNEP will tailor its work to the needs of regions and countries to address their diverse environmental challenges, varying vulnerability to climate change and disasters and different degrees of environmental governance capacity. UNEP will also take into account environmental change and trends and their impacts on the three dimensions of sustainable development. A strengthened strategic regional presence will also enable UNEP to foster effective and relevant partnerships, including through South-South and triangular cooperation and with the wider United Nations system at regional, subregional and country levels through the United Nations "Delivering as one" initiative.
4. Greater integration of normative frameworks	As part of a coordination role in the United Nations system, UNEP will work with other entities to integrate environment-related, normative frameworks in their respective thematic and/or functional areas. Simultaneously, UNEP has the responsibility to model good practice and drive the achievement of gender equality and other rights-based frameworks in its environmental-related activities, including assessments and analyses, norms, guidelines and methods. The outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want", and the 2030 Agenda provide unique opportunities to broadly engage and highlight the centrality of such normative frameworks in the overall sustainable development agenda. Guided by its Policy and Strategy for Gender Equality and the Environment, UNEP will incorporate a gender lens in all its programmes and operations.
5. Results-based management	UNEP will continue to strengthen planning and delivery processes, based on the progressive use of results-based management and strategic partnerships. UNEP will also build on lessons learned in previous MTS cycles, and strengthen the connections and synergies among subprogrammes both through internal arrangements for planning, delivery and budgeting, and performance indicators. Where possible, UNEP will collect sex-disaggregated and age-disaggregated data to inform project design and monitor project progress and achievements. UNEP work in specific regions, subregions and countries will provide a particularly fertile terrain for ensuring coherence in the implementation of its planned results across subprogrammes.

5. Priority areas

48. The situational analysis constitutes the basis for determining the UNEP strategic focus and priority areas for the medium-term strategy for the period 2018–2021. While priorities and trends differ from region to region, there are common issues across all regions that will align the organization to the same broad areas of focus as in the medium-term strategy for 2014–2017, with a few refinements. The areas of focus are as follows:

(a) Climate change;

(b) Resilience to disasters and conflicts;

(c) Healthy and productive ecosystems;

(d) Environmental governance;

(e) Chemicals, waste and air quality;

(f) Resource efficiency;

(g) Environment under review.

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

6. Proposed outcomes

50. Environmental impact takes many years to achieve. Therefore, UNEP is adopting a more results-focused, longer-term outcome[31] planning approach, aligned to the target date for the 2030 Agenda. Using outcome maps,[32] the medium-term strategy outlines the logical chain of results to move from the current situation to outcomes and impacts in 2030.[33] Figure 5 provides an overview of the Goals to be targeted by UNEP subprogrammes. The strengthening of our results-based approach and the connection between the programmatic outcomes of UNEP will enable UNEP to chart the critical outcomes to support countries to achieve environmental sustainability.

51. The adoption of two biennial programmes of work and budget in the broader context of a four-year medium-term strategy will outline steps towards achieving the longer-term impact for the adoption of a flexible approach towards incorporating emerging issues and different regional outlooks in the outcome maps. These programmes of work and budget would be reviewed every two years as part of the existing programme of work development cycle.

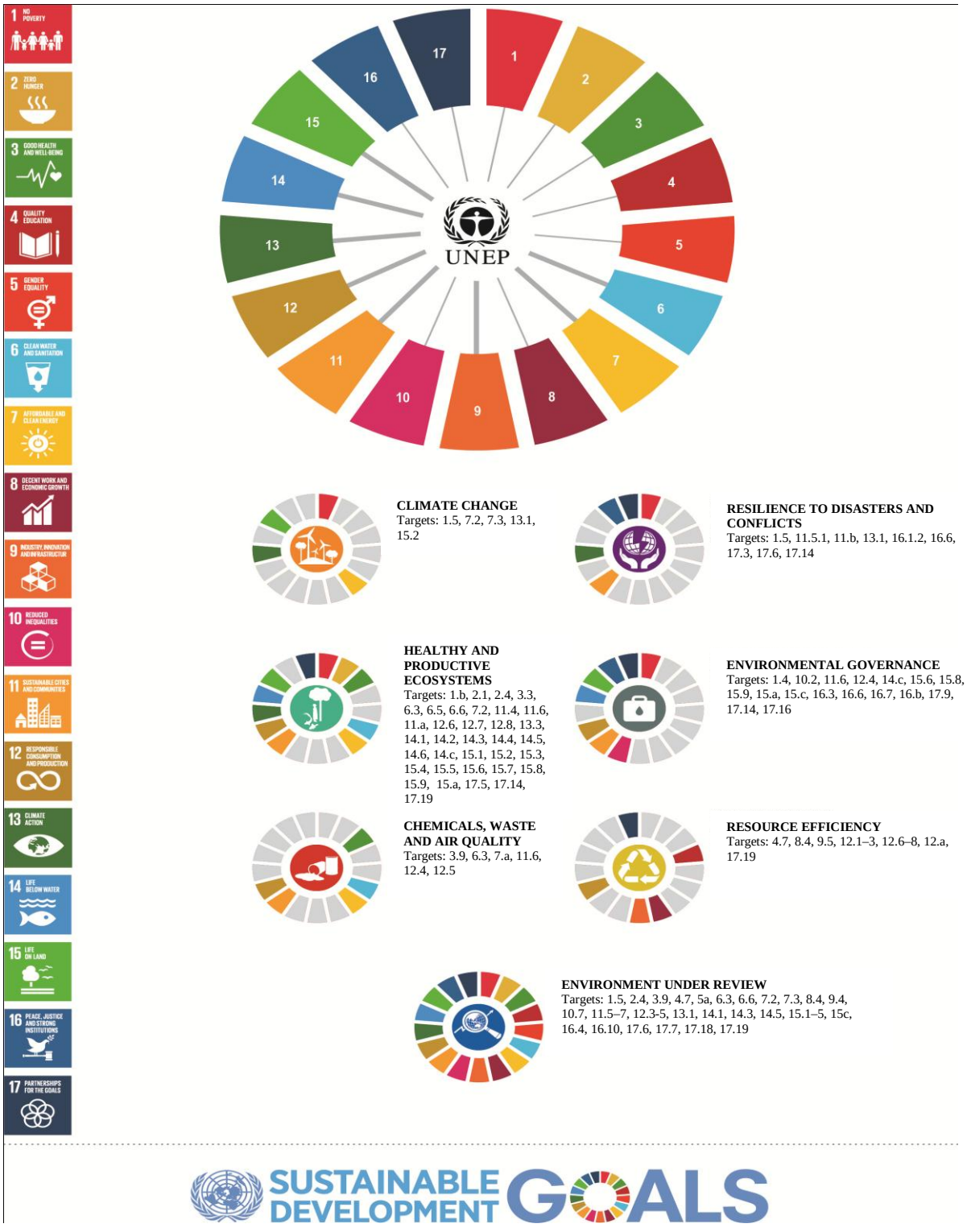
52. The objective for each subprogramme defines the intention, while the outcome maps outline the UNEP 2030 outcomes and impacts; the logical progression of outcomes to achieve the UNEP 2030 outcomes and impacts; and the outcomes to be achieved in the period 2018–2021. Impact indicators in the outcome maps explain how environmental change would be measured in 2030 and beyond, and are beyond the capacity of UNEP alone.

[31] "Outcomes" are the uptake, adoption or use of a UNEP intervention that is observed as a change of behaviour, attitude, condition, knowledge or skill. Negotiated and agreed outcomes become expected accomplishments.

[32] "Outcome maps" are a logical chain of outcomes that lead to a long-term goal.

[33] "Impacts" are the ultimate ambition to be realized and represent environmental change. They are linked to the Sustainable Development Goals (https://sustainabledevelopment.un.org/post2015/transformingourworld).

Figure 5
Overview of Sustainable Development Goals targeted by UNEP subprogrammes



Climate change

Transitioning to low-emission economic development, enhancing adaptation and building resilience to climate change

53. By 2030, countries are more resilient to the adverse impacts of climate change and greenhouse gas emissions are significantly reduced, including emissions from deforestation and forest degradation. To realize this 2030 vision, national adaptation plans must be institutionalized and progressively implemented. At the same time, Governments will need to adopt strategies to reduce their emissions and increase their investments in renewable energy and energy efficiency. Forest loss and forest degradation will need to be reduced, and forest conservation and restoration will need to be enhanced.

54. The work of UNEP towards this vision will be organized around three results streams: climate change adaptation and resilience; mitigation and clean energy; and reducing emissions from deforestation and forest degradation in developing countries and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries (REDD-plus). The work of UNEP on climate change is shaped by the decisions of the Conference of the Parties to the United Nations Framework Convention on Climate Change and complements the work of the Convention, while being guided by sound science, particularly from the Intergovernmental Panel on Climate Change. This work will also contribute to the achievement of the Goals, specifically Goal 7 (energy), Goal 13 (climate change) and Goal 15 (biodiversity).

55. UNEP and its partners[34] will lead global support to vulnerable countries, helping them to transition from urgent and immediate adaptation responses to medium- and long-term national adaptation plans that integrate ecosystem-based approaches to adaptation. In subsequent medium-term strategy cycles, UNEP and its partners will support these countries as they institutionalize, implement and monitor their national adaptation plans. UNEP will promote the greening of national adaptation plans while scaling up, expanding and collecting more evidence on successful ecosystem-based adaptation that has taken into account gender-differentiations. This information will be captured and disseminated through UNEP-led knowledge networks, such as the Global Adaptation Network and its regional wings. UNEP will work with the United Nations Development Programme, the Food and Agriculture Organization of the United Nations, the International Union for Conservation of Nature and other partner organizations to ensure that ecosystem-based adaptation pilots are brought to scale and institutionalized.

56. In supporting Member States in the formulation and implementation of low greenhouse gas emission development strategies by 2020, as agreed in the Paris Agreement, UNEP and its partners will also work to improve energy efficiency and increase the use of renewable energy. UNEP will strengthen and expand public-private partnerships in line with the United Nations Secretary-General's Sustainable Energy for All initiative and Goal 7, and continue to engage with non-state actors and support local initiatives while supporting the implementation of the Lima-Paris Action Agenda. UNEP will provide guidance on sound policy and investment choices by promoting the development and transfer of technology through the Climate Technology Centre and Network to facilitate access to finance and build readiness to deploy funding effectively. UNEP will also support countries as they update and implement their nationally determined contributions as required by the Paris Agreement, helping them to lower their emissions of greenhouse gases and other pollutants by reducing energy intensity and demand in sectors such as lighting, appliances, equipment, buildings and transport.

57. UNEP and its REDD-plus partners, the Food and Agriculture Organization and the United Nations Development Programme, will help countries to meet the Warsaw Framework for REDD-plus,[35] giving a particular focus to Goal 15 on biodiversity, non-carbon benefits and REDD-plus finance and private sector engagement. Beyond REDD-plus, UNEP will contribute to improving the management of carbon stocks in all terrestrial ecosystems for stronger environmental

[34] National adaptation plans partners include the United Nations Development Programme, the United Nations Institute for Training and Research, the Food and Agriculture Organization of the United Nations, the World Meteorological Organization, the German Agency for International Cooperation, the Programme of Research on Climate Change Vulnerability, Impacts and Adaptation, the Least Developed Countries Expert Group, the Adaptation Committee and the Global Water Partnership.

[35] The Warsaw Framework for REDD-plus sets out the conditions for accessing results-based payments for REDD-plus, including having a national strategy or action plan, a national forest reference emission level and/or forest reference level, a national forest monitoring system and a system for providing information on how the REDD-plus safeguards, agreed by the United Nations Framework Convention on Climate Change in Cancun in 2010, are being addressed and respected.

and gender co-benefits. In all of its work, UNEP will apply a gender lens in order to achieve better outcomes.

58. The climate change subprogramme will achieve its objective, provided that Member States meet their commitments under the United Nations Framework Convention on Climate Change and seek the support of UNEP in doing so. Achieving the objective also depends on the availability of funding to help countries transition to low-emission economic development and enhance their adaptation and resilience to climate change. To achieve far-reaching changes, UNEP will engage in partnerships that leverage climate finance and scale up the methods, tools, assessments and pilots of UNEP.

Climate change outcome map

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

Resilience to disasters and conflicts

Preventing and reducing the environmental impacts of disasters and conflicts, while building resilience to future crises

59. By 2030, the threats to health and livelihoods from the environmental causes and consequences of disasters and conflicts will be significantly reduced. Realizing the 2030 vision requires countries to systematically use best-practice environmental management to prevent and reduce the impacts of disasters and conflicts.[36] It also means that Member States, supported by the international community, will need to respond to such environmental emergencies in a robust way and be in a position to implement appropriate sustainable practices rapidly after a crisis.

60. The medium-term strategy for the period 2018–2021 will focus on integrating best-practice environmental approaches into the key prevention, response and recovery policies and plans of countries and the international community at the request of affected Member States. Subsequent medium-term strategy cycles will broaden, embed and institutionalize these approaches in order to deliver the 2030 impact, in line with the Sustainable Development Goals.

61. The Sendai Framework for Disaster Risk Reduction 2015–2030 provides the justification and context for the prevention work of UNEP, recognizing that sustainable ecosystem management is an important mechanism for reducing risks from natural and technological disasters by buffering impacts and avoiding long-term environmental threats to health and livelihoods.

62. In addition, the Joint UNEP/OCHA Environment Unit, a partnership between UNEP and the Office for the Coordination of Humanitarian Affairs established in 1995, provides an entry point to the humanitarian community, enabling UNEP to respond rapidly to environmental emergencies and to improve the environmental performance of the humanitarian sector in line with General Assembly resolution 46/182, on the strengthening of the coordination of humanitarian emergency assistance of the United Nations. Over the past 15 years, UNEP has worked in some of the world's most seriously conflict- and disaster-affected countries, and during this time UNEP has developed a track record of supporting recovery through improved environmental management.

63. UNEP will work in partnership with Governments, the private sector and the international community, in accordance with respective mandates, helping them to address disasters and conflicts by providing technical, science-based advice to demonstrate how preparedness and improved environmental management reduce risks; to assess environmental impacts of crisis; and to catalyse more effective and sustainable responses.

64. Critical drivers for the success of the subprogramme are the effective expansion of partnerships and the scaling-up and appropriate tailoring of successful pilot approaches from local to regional scales. Success also rests on the continued political support of national and international stakeholders. Risks include an increase in uncontrollable factors such as extreme weather and deteriorating ecosystems.

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

Resilience to disasters and conflicts outcome map

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

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

Healthy and productive ecosystems

Managing ecosystems to protect and restore their long-term functioning and supply of goods and services

65. By 2030, biodiversity conservation and integrated ecosystems management will result in healthier marine, freshwater and terrestrial ecosystems that provide benefits such as clean water, secure food supply, climate change mitigation and adaptation, and aesthetic value, supporting the well-being of men, women and children. To realize this 2030 vision, the subprogramme on healthy and productive ecosystems seeks to align the growing need for ecosystem goods and services with biodiversity conservation and the long-term functioning of ecosystems. The expected accomplishments are closely linked to the Sustainable Development Goals and the goals and targets of the Strategic Plan for Biodiversity 2011–2020,[37] the Aichi Biodiversity Targets and other ecosystem-related multilateral environmental agreements.[38] The baseline and progress towards the 2030 outcome and impact will be measured through Goal indicators related to biodiversity and the health and productivity of ecosystems.[39]

66. The transition to ecosystem management that safeguards biodiversity and the long-term functioning of ecosystems and their contributions to the delivery of the 17 Goals requires long-term engagement and behaviour change across many sectors. UNEP will focus on assisting countries in achieving the Goals, implementing multilateral environmental agreements and both the short- and long-term processes that lead to integrated ecosystem management.

67. To address the causes of ecosystem degradation and to promote the safeguarding and restoration of ecosystems, UNEP and its partners will provide countries with tools, best practice and support on cross-sector collaboration around ecosystem management. UNEP will also strengthen partnerships[40] to institutionalize the ecosystem approach across society, e.g., in education, monitoring, economic decision-making and cross-sector and transboundary collaboration frameworks.[41] Building on the ground-breaking work of UNEP on the economics of natural capital and spatially explicit data on biodiversity and ecosystem services, UNEP will help countries to integrate natural capital into measurements of progress on sustainable development and public and private economic decision-making.

68. A key driver for successful delivery is the ability of UNEP to build strong partnerships and normative processes across sectors and to generate guidelines and knowledge-exchange that can help

[37] Convention on Biological Diversity, Strategic Plan for Biodiversity 2011–2020.

[38] Convention to Combat Desertification, Strategic Vision for 2008–2030 of the Convention on International Trade in Endangered Species of Wild Fauna and Flora, Strategic Plan for Migratory Species 2015–2023 of the Convention on the Conservation of Migratory Species of Wild Animals, Strategic Plan for 2009–2018 of the Agreement on the Conservation of African-Eurasian Migratory Waterbirds, Strategic Plan for 2016–2024 of the Convention on Wetlands of International Importance, especially as Waterfowl Habitat, Vision for 2022 of the Convention concerning the Protection of the World Cultural and Natural Heritage, Regional Seas Strategic Directions (2017–2020) and the goals and targets of other regional and subregional multilateral environmental agreements.

[39] As of 30 November 2015, the relevant draft Goal impact level indicators include the following: **2.1.2** Prevalence of population with moderate or severe food insecurity, based on the Food Insecurity Experience Scale; **2.4.2** Percentage of agricultural area under sustainable agricultural practices; **3.3.3** Malaria incident cases per 1,000 person per year; **6.3.1** Percentage of wastewater safely treated, disaggregated by economic activity; **6.3.2** Percentage of receiving water bodies with ambient water quality not presenting risk to the environment or human health; **6.6.1** Percentage of change in water-related ecosystems extent over time; **7.2.1**. Renewable energy share in the total final energy consumption (percentage); **11.6.2** Level of ambient particulate matter (PM 10 and PM 2.5); **14.4.1** Proportion of fish stocks within biologically sustainable levels; **14.5.1** Coverage of marine protected areas; **15.1.1** Forest area as a percentage of total land area; **15.2.1** Net permanent forest loss; **15.3.1** Trends in land degradation; **15.4.1** Coverage by protected areas of important sites for mountain biodiversity; **15.4.2** Mountain Green Cover Index; and **15.5.1** Red List Index. These may be complemented by other indicators under the Goal progress monitoring framework once approved and as feasible. At programme of work and budget level, the alignment with Goal indicators is focused on process level indicators, e.g., **15.9.1** Number of national development plans and processes integrating biodiversity and ecosystem services values.

[40] Partnerships include The Economics of Ecosystems and Biodiversity, the Global Universities Partnership on Environment and Sustainability, the Landscapes for People, Food and Nature Initiative, the Global Coral Reef Partnership, the Global Partnership on Marine Litter, the Global Partnership on Wastewater Management and the Global Partnership on Nutrient Management.

[41] Collaboration frameworks include regional seas, basin organizations, transboundary conservation efforts and public, private and civil partnerships.

countries to manage and restore their ecosystems sustainably, taking into account the needs of different genders. The Goals can furthermore inspire countries to broaden their development agendas to include ecosystem health and a sufficient supply of natural resources. Many recent technological advances have further expanded our capacity to deal with big data and increase transparency around the positive and negative ecosystem-related externalities of societal choices.

69. Key risks are the technical complexity of cross-sector approaches and the long time frame for ecosystem change, which often occurs at a slower pace than economic and political decision-making processes. These risks are countered by the 2030 Agenda, which provides an opportunity to link ecosystem management to multiple objectives and targets across sectors, and thus measure integrated ecosystem management against several sectoral targets. The Goals also provide an opportunity to drive a step change in the use of the ecosystem approach, encouraging its use in decision-making across all sectors of society.

Healthy and productive ecosystems outcome map

Environmental governance

Promoting policy coherence and strong legal and institutional frameworks to achieve environmental goals in the context of sustainable development

70. By 2030, environmental issues are handled in an inclusive, sustainable and coherent manner through integrated policy and effective norms and institutions at all levels of governance. To realize this vision, effective governance responses are needed to address environmental pressures and support the management of the Earth's natural resources. Responses will rely on evidence-based and coherent policy direction, adequate normative frameworks, effective institutions, the engagement of stakeholders and the principles of good governance that are enshrined in the concept of rule of law. Such criteria are also critical to the achievement of the 2030 Agenda.

71. To achieve its 2030 vision, UNEP will help countries to implement the environmental dimension of the 2030 Agenda by partnering with relevant institutions, including United Nations entities, multilateral environmental agreements and other international processes, and by promoting integrated approaches to sustainable development.[42] Such work will build on the outcomes of the United Nations Conference on Sustainable Development.

72. UNEP will also support and catalyse efforts to address environmental issues emerging from United Nations Environment Assembly resolutions that require international cooperation. UNEP will support the strengthening of countries' capacities and policy, legal and institutional frameworks for implementing the multilateral environmental agreements and Sustainable Development Goals. It will also promote principles of good governance enshrined in the rule of law, including rights-based and participatory approaches, as well as gender-sensitive policies, legislation and capacity development.

73. UNEP will put in place programmes that respond to country and regional priorities, increasing its engagement with countries as part of the United Nations "Delivering as one" initiative. UNEP will also build on successful partnerships, including the Poverty-Environment Initiative, and engage with relevant stakeholders – whether in Government, the private sector, or civil society – who play a key role in delivering effective environmental governance.

74. The comparative advantage of UNEP lies in its leading role on the environment; its capacity to convene and build consensus at all levels of governance;[43] and its key role in interagency mechanisms, including the Environmental Management Group and in promoting the progressive development of environmental law.[44] UNEP also has a strong history of helping Governments to strengthen their institutions, including for the development and implementation of national legislation, increasingly embedding gender considerations into its work.

75. Multilateral environmental agreements and internationally agreed environmental goals (particularly the relevant goals, targets and indicators of the 2030 Agenda) provide the normative framework and thematic direction for the work of UNEP on environmental governance. UNEP will focus on relevant targets of Goals 1, 10, 12, 13, 14, 15, 16 and 17.

76. Recognizing that effective environmental governance influences the achievement of results in all environmental fields, the subprogramme draws upon and contributes to the implementation of all other subprogrammes.

77. Critical drivers of success include effective partnerships, collaboration among United Nations agencies and the existence of conducive, national-level governance foundations, all based on respect for the rule of law. UNEP will work on the assumption that the United Nations system will

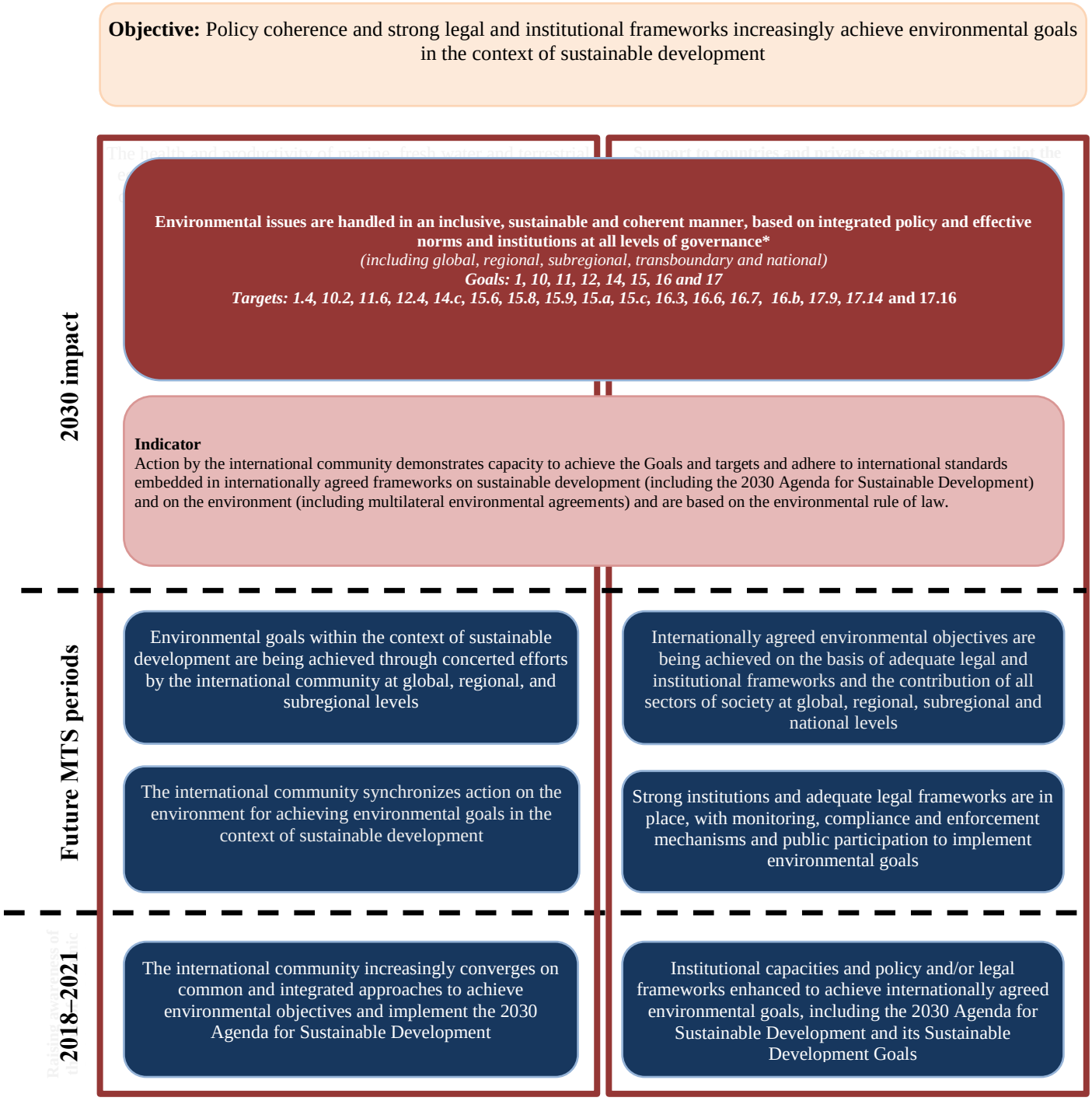
[42] In paragraph 89 of "The future we want", Heads of State and Government and high-level representatives recognized the significant contributions to sustainable development made by the multilateral environmental agreements and acknowledged the work already undertaken to enhance synergies among the three conventions in the chemicals and waste cluster. They encouraged parties to multilateral environmental agreements to consider further measures, in these and other clusters, as appropriate, to promote policy coherence at all relevant levels, improve efficiency, reduce unnecessary overlap and duplication and enhance coordination and cooperation among the multilateral environmental agreements, including the three Rio conventions, as well as with the United Nations system in the field.

[43] Including intergovernmental negotiating processes and the regional environmental ministerial forums.

[44] UNEP has spearheaded since 1982 the development and review of the Programme for the Development and Periodic Review of Environmental Law, a 10-year strategy that identifies priorities and emerging issues requiring the progressive development of environmental law.

successfully foster effective governance beyond the environment, for instance by promoting the rule of law as a principle of good governance, as effective governance cannot be achieved in isolation.

Environmental governance outcome map



Chemicals, waste and air quality

Promoting the sound management of chemicals and waste, and improving air quality for a better environment and improved human health

78. By 2030, the negative environmental and human health impacts from harmful chemicals, hazardous and other waste, and air pollution will be significantly reduced, contributing to a cleaner planet for all. This vision builds on the United Nations Environment Assembly resolutions on chemicals and waste and on air quality. By achieving the vision, the subprogramme is expected to contribute significantly to Sustainable Development Goal targets 3.9, 6.3, 7.a, 11.6, 12.4 and 12.5.[45]

79. To realize the 2030 vision, several conditions must be met. The sound management of chemicals and waste must be integrated into national and sector-based legislation, policies, plans, budgets and strategies, and into fiscal and institutional frameworks. Knowledge of the hazards and risks of chemicals and waste must be increased, and alternatives promoted, including green, sustainable chemistry within the context of environmentally sound management of chemicals and wastes, taking into account gender differentiated data. Waste prevention should be coupled with product design that minimizes the generation, use and disposal of hazardous substances throughout the product life cycle, especially given the bioaccumulation and negative impact of harmful chemicals. In addition, stakeholders should adopt environmentally sound technologies, especially best available techniques and best environmental practices for the sound management of chemicals and waste, which is also meant to enhance sustainable urban development.

80. To create the conditions for success, UNEP will work to ensure that national and sector-based laws, standards, policies and plans on chemicals, waste management and air quality are fully grounded in the best-available science and technology. UNEP will help countries to strengthen and mainstream their knowledge on endocrine-disrupting chemicals, persistent organic pollutants, heavy metals like mercury and lead, chemicals in products, air pollutants such as particulate matter, e-waste, municipal waste and other waste streams. UNEP will also generate the necessary assessments, tools, methods and guidance, and strengthen institutional capacity to help countries to implement strategies to reduce the generation of harmful chemicals, waste and air pollutants and manage these substances and related processes. The role of UNEP in international frameworks will be further capitalized upon to strengthen its work on air quality during the coming years and beyond.

81. The work of UNEP to promote better air quality will support interventions across cities, nations, regions and the globe that build capacity and promote the adoption of practices, technologies and incentives to reduce air pollution. UNEP will support monitoring and emissions inventories, as well as efforts to make air quality data more accessible and understandable to the public, to enable cities, countries and citizens to be fully aware of their air quality challenges. Working with stakeholders, UNEP will develop a set of global and regional actions to address key sources of air pollution. The work will put a strong emphasis on reducing air pollutants, e.g. by leveraging partnerships with the private sector to improve air quality.

82. In its work on chemicals, waste and air quality, the success of UNEP will rely on effectively fostering and strengthening results-based partnerships and multi-stakeholder coordination mechanisms; engaging Governments, the private sector, civil society and other international organizations; and advancing results-based management and communication. Examples of strategic coordination platforms and partnerships include the Global Alliance to Eliminate Lead Paint, the Global Partnership on Waste Management, the Global Mercury Partnership and the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants. On air quality, UNEP will cooperate with the Economic Commission for Europe,[46] the World Health Organization, the World Meteorological

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

[46] Collaboration with the Economic Commission for Europe is critical in the context of the Convention on Long-range Transboundary Air Pollution

Organization and other institutions to capitalize on their expertise and help achieve complementary results.

83. More specifically, to reduce the negative impacts of chemicals and waste, UNEP will work through multilateral environmental agreements,[47] regional environmental agreements, the Strategic Approach to International Chemicals Management, and tools such as global and regional outlooks on chemicals and waste. The subprogramme will take forward several resolutions that were adopted at the fourth session of the International Conference on Chemicals Management (the governing body of the Strategic Approach to International Chemicals Management), including the resolutions on chemicals in products and endocrine-disrupting chemicals, among others.

84. Together with the Inter-Organization Programme for the Sound Management of Chemicals[48] and other stakeholders, UNEP will continue to strengthen international cooperation in the field of chemical safety. UNEP and its partners will also support international action to achieve the World Summit on Sustainable Development goal for the sound management of chemicals, adopted in Johannesburg in 2002. Considering that the goal expires in 2020, UNEP will work closely with its partners to support the development of a robust post-2020 framework on chemicals and waste management within the context of the 2030 Agenda, which is the key to scaling up and globally expanding successes from a pilot scale action for a healthy and clean world for all.

[47] Relevant multilateral environmental agreements include the Bamako, Basel, Minamata, Rotterdam, Stockholm, and Vienna Conventions, and the Montreal Protocol.

[48] The Inter-Organization Programme for the Sound Management of Chemicals has nine participating organizations: the Food and Agriculture Organization of the United Nations, the International Labour Organization, the United Nations Development Programme, UNEP, the United Nations Industrial Development Organization, United Nations Institute for Training and Research, the World Health Organization, the Organization for Economic Cooperation and Development and the World Bank.

Chemicals, waste and air quality outcome map

Objective: Sound management of chemicals and waste and improved air quality enables a healthier environment and better health for all

	Chemicals	Waste	Air quality
2030 impact	Sound management of chemicals leading to reduced negative impacts from chemicals on environmental and human health *Goal: 6 and 12* *Target: 6.3 and 12.4*	Prevention and sound management of waste leading to reduced negative impacts from waste on environmental and human health *Goals: 6, 11 and 12* *Targets: 6.3, 11.6, 12.4 and 12.5*	Improvement of air quality leading to reduced negative impacts from air pollutants on environmental and human health *Goals: 3, 7 and 11* *Targets: 3.9, 7.a and 11.6*
	Indicators 1. Increased number of Parties to international MEAs on hazardous and other **chemicals** and waste that meet their commitments and obligations in transmitting information as required by each relevant agreement; 2. Reduced levels of mercury, lead, cadmium and selected POPs in human blood and milk, dairy products, meat, fish and shellfish; 3. Reduced number of skin cancer cases resulting from ODS-induced UV radiation; 4. Reduced amounts of ill-managed chemicals stockpiles.	**Indicators** 1. Increased percentage of urban solid waste regularly collected and well managed (disaggregated by type of waste); 2. Increased number of Parties to international MEAs on hazardous and other chemicals and waste that meet their commitments and obligations in transmitting information as required by each relevant agreement; 3. Increased national waste recycling rates in tons of material recycled.	**Indicators** 1. Reduced number of deaths due to human exposure to outdoor air pollution levels above the WHO Air Quality Guideline values; 2. Reduced levels of ambient particulate matter (PM 10 and PM 2.5); 3. Reduced ambient air levels of NOx and SOx; 4. Reduced loads of sand and desert storm aerosols in ambient air.
Future MTS periods	Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management **mainstreamed** with support of UNEP and enforced by countries within the frameworks of relevant MEAs and SAICM	Policies and legal, institutional and fiscal strategies and mechanisms for waste prevention and sound management **mainstreamed** with the support of UNEP and enforced by countries within the frameworks of relevant MEAs and SAICM	Global effort to support countries adopt national air quality standards with the support of UNEP High-quality data and assessments publicly made available with the support of UNEP
2018–2021	Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the frameworks of relevant MEAs and SAICM	Policies and legal, institutional and fiscal strategies and mechanisms for waste prevention and sound management developed or implemented in countries within the frameworks of relevant MEAs	National emissions sources identified, policies, legal, regulatory, fiscal and institutional frameworks and mechanisms for the reduction of air pollution developed, institutional capacity built for improved air quality, and air quality assessments done by countries with the support of UNEP

Resource efficiency[49]

Promoting sustainable consumption and production and supporting the transition to inclusive green economies

85. By 2030, there is enhanced and sustained prosperity for all, through circular and more efficient use of the planet's resources and sustainable and equitable consumption, transforming economic structures to be greener and more inclusive. The objective of the subprogramme is to support the transition towards sustainable consumption and production, decoupling economic growth from unsustainable resource use and negative environmental impact while improving human well-being. This objective is in line with Goal 8 (sustained, inclusive and sustainable economic growth) and Goal 12 (ensure sustainable consumption and production patterns).

86. To realize the 2030 vision, policies, frameworks and action plans will be needed to support countries as they transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and sustainable consumption and production. Enhanced institutional capacity in the public and private sectors will equip countries to implement inclusive green economy and sustainable consumption and production approaches and invest in a shift towards green economies. Sustainable lifestyles and consumption patterns will increase the demand for sustainable and resource-efficient products and services and support the demand side of the decoupling process, taking into account gender-differentiated data.

87. The strong normative capacities of UNEP, along with its global partnerships and ability to produce authoritative scientific assessments, policy analysis, knowledge products and tools put the subprogramme in a unique position to steer the global discourse on these issues. UNEP will support the public and private sectors with policy options and capacity development across sectors and value chains, including with policy support, assessments and technical assistance on life cycle-based approaches, green investment, adopting sustainable consumption and production patterns, sustainable management practices and disclosing sustainability performance. Through targeted engagement with the finance sector, the subprogramme will support the adoption of sustainable investment practices, decarbonization of investments and financing of green technologies. Information campaigns and education initiatives will engage all stakeholders in the promotion of sustainable lifestyles.

88. The subprogramme will draw on its partnerships, projects and flagship initiatives such as the International Resource Panel, the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns and the Partnership for Action on Green Economy to deliver this vision and ensure that the 2030 impact is achieved. Through increased engagement with United Nations country teams, facilitated by the UNEP regional offices, national green economy and sustainable consumption and production initiatives will be increasingly incorporated into national planning and the United Nations Development Assistance Framework. Partnerships with sister United Nations agencies and other partners will be strengthened to translate UNEP support on assessments, policies and technical and capacity development into country-level action and impact, i.e. the attainment of the Goals by 2030.

89. While there are strong capacities, partnerships, networks and delivery platforms in place, delivery of the programme of work will depend on continued and increased donor support. Effective private sector engagement is another crucial element, since financing of the 2030 Agenda as a whole will require financing to the tune of $5–7 trillion per annum. As a result, the financial system itself must align with the 2030 Agenda. It is further assumed that global economic conditions will remain stable, since new shocks or crises have the potential to derail the achievement of the Goals.

[49] UNEP defines resource efficiency from a life cycle and value chain perspective. This means reducing the total environmental impact of the production and consumption of goods and services, from raw material extraction to final use, recycling and disposal. The overall objective of resource efficiency is being realized through the promotion of inclusive green economy approaches and sustainable consumption and production patterns. Inclusive green economies are low-carbon, have efficient, clean and circular production systems and are inclusive in outcome and consumption. Sustainable consumption and production refers to the use of services and related products that respond to basic needs and bring a better quality of life, while minimizing and decoupling the use of natural resources and harmful materials, as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of future generations.

Resource efficiency outcome map

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

2030 impact	**Sustainable development pathways, including inclusive green economy and trade, and sustainable consumption and production policies, are adopted and implemented** ***Goals 8, 12 and 17*** ***Targets: 12.1, 12.2, 12.a,8.4 and 17.19***	**Enhanced institutional capacity of public and private sectors to invest in sustainable management practices, including sustainable consumption and production and inclusive green economies** ***Goals 8, 9 and 12*** ***Targets: 8.4, 9.5, 12.6, and 12.a***	**Sustainable lifestyles and consumption patterns are increasingly adopted** ***Goals 4 and 12*** ***Targets: 4.7 and 12.1-3, 6, 7, 8***
	Indicators: 1. Percentage reduction of ecological and material footprint of growth; 2. Percentage reduction in material footprint/material intensity; 3. Percentage increase in energy/material efficiency of growth; 4. Number of countries with net increase in inclusive wealth.	**Indicators:** 1. Percentage increase of gross domestic product invested in green sectors; 2. Amount of investments decarbonized; 3. Percentage increase in research and development spending on green technologies; 4. Number of public-private partnerships for delivering sustainable consumption and production and inclusive green economy; 5. Resource efficiency mainstreamed through value	**Indicators:** 1. Percentage increase in demand for eco-certified products; 2. Percentage increase in market share of eco-certified goods and services; 3. Food waste halved.
Future MTS periods	Integrated sustainable development pathways, including sustainable consumption and production and inclusive green economy policies and frameworks are implemented, resulting in improved resource efficiency and human well-being and reduced ecological and material footprints	Public, private, and finance sectors have significantly increased their investment in sustainable management frameworks, including sustainable consumption and production, creating greener and more inclusive economies	Public and private sectors and individual consumers have access to and increasingly consume and demand sustainable goods and services
	Science-based policies, regulatory and trade frameworks are institutionalized, fully integrating sustainable development pathways, including sustainable consumption and production and inclusive green economy priorities and investment plans	Public, private and finance sectors institutionalize sustainable management practices in their operations and across supply and value chains	Multi-stakeholder partnerships lead to the adoption of greener and sustainable consumption decisions and lifestyles, as well as to increased demand for sustainable goods and services
2018–2021	Science-based approaches that support the transition to sustainable development through multiple pathways including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels	Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices	Public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns

Environment under review

Keeping the environment under review to empower stakeholders to deliver the environmental dimension of sustainable development

90. By 2030, Governments and other stakeholders are empowered by quality environmental assessments and open access to data and information to deliver the environmental dimension of sustainable development. To realize this 2030 vision, keeping the environment under review and strengthening the science-policy interface remain at the core of the work of UNEP by providing policy-relevant environmental assessments, identifying emerging issues, assisting in Goal follow-up and review and issuing early warnings. Shared knowledge about the environmental dimension of sustainable development and key interactions with the social and economic dimensions will continue to inform policymaking and stakeholder action across sectors.

91. Evidence-based policymaking needs to be informed by robust data and assessments to fully integrate the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet. Specific topics have been identified for policy action in other subprogrammes, including enhancing resilience, decarbonizing economies, preserving ecosystem services and biodiversity, safely managing chemicals and waste, ensuring urban sustainability and preventing and controlling air, water and soil pollution. Evidence-based tracking of progress towards global environmental goals, commitments and frameworks in these and other areas will form the foundation for successful implementation of the 2030 Agenda for Sustainable Development. GEO and other indicator-based assessments, supported by biennial regional environmental information network conferences and UNEP Live,[50] will continue to inform global and regional processes, guide policy debates and help to set the global environmental agenda to facilitate policymaking that integrates environmental information that takes into account gender-differentiated data where possible. Emerging issues, such as microplastics and risks of novel technologies, also need to be brought to the attention of decision makers in a timely manner.

92. To promote a strong science-policy interface, UNEP will strengthen partnerships with networks of scientific experts, such as the Science and Technology Alliance for Global Sustainability and major scientific bodies, including the Intergovernmental Panel on Climate Change and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. Collaboration with multilateral environmental agreement secretariats will also be strengthened and a broader connection with stakeholder communities will foster wider participation in the generation and dissemination of knowledge. Communities of practice linked to the Global Environment Outlook assessment processes and monitoring of the Goals will contribute timely and accurate knowledge that will further strengthen the science-policy interface. As the global voice and authority for the environment, UNEP will closely work with other United Nations agencies, notably the Department of Economic and Social Affairs, multilateral environmental agreement secretariats and other relevant bodies to deliver the Global Sustainable Development Report series and thematic reviews to inform high-level political forums.

93. The subprogramme has a strong focus on providing support to countries in the follow-up and review of the 2030 Agenda and broadening the global partnership to build the evidence base for tracking progress towards the environmental dimension of sustainability. Enhancing country capacity to strengthen national reporting systems and share environmental information will enable better-informed policymaking. In addition, improved communication and engagement with citizens, policymakers, media, non-governmental organizations, the private sector and other stakeholders can support informed decision-making and stakeholder action at the national, regional and global levels.

[50] UNEP Live is a dynamic online platform for sharing contextualized data and knowledge to keep the environment under review (http://uneplive.unep.org/).

Environment under review outcome map

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

2030 impact

Evidence-based policymaking informed by robust data and assessments fully integrates the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet

Goals: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17

Targets: 1.5, 2.4, 3.9, 4.7, 5a, 6.3, 6.6, 7.2, 7.3, 8.4, 9.4, 10.7, 11.5-7, 12.3-5, 13.1, 14.1, 14.3,14.5,15.1-5, 15c,16.4, 16.10, 17.6, 17.7, 17.18 and 17.19

Indicators:

1. Increase in number of countries fully reporting on environment-related SDG indicators;
2. Increase in policy action taken by countries on the environmental dimension of sustainable development based on the use of environmental data, information and assessments.

Future MTS periods

Policymaking and stakeholder action is guided by environmental data and information, resulting in the protection of the environment and increased well-being

Timely, accurate and relevant knowledge informs policymaking and stakeholder action to integrate the environmental dimension of sustainable development

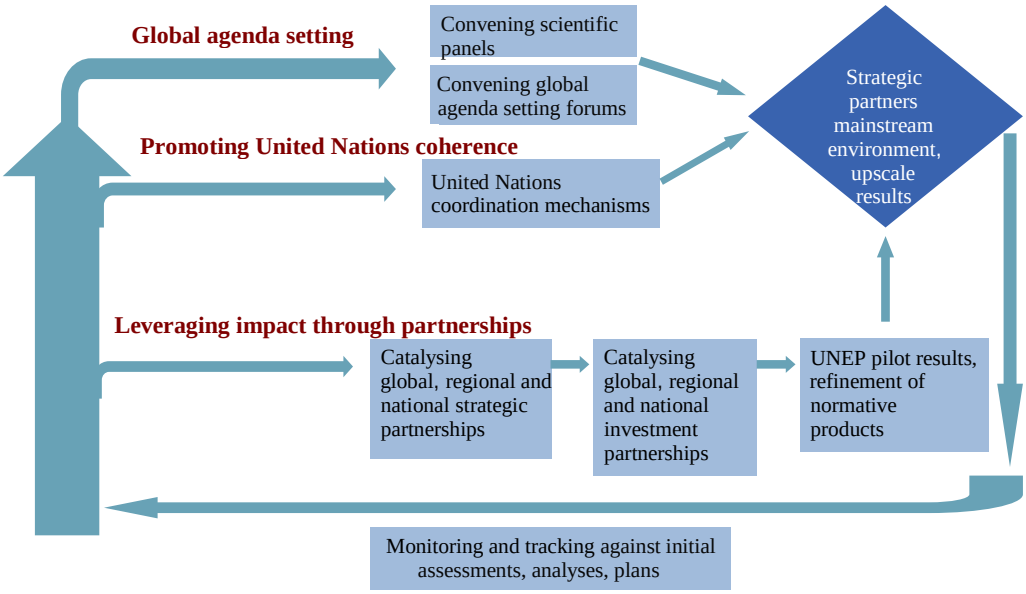
2018–2021

Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface (e.g. GEO, SDG CoPs) to generate evidence-based environmental assessments, identify emerging issues and foster policy action

7. UNEP business model

94. The success of UNEP will depend on the way it organizes itself to achieve the outcomes in each of the subprogrammes. While the operating principles in section 4 define how UNEP will make choices, the business model (figure 6) shows how UNEP will coordinate and focus actions to respond to environmental challenges and realize the 2030 vision.

Figure 6
UNEP business model



95. UNEP will support Governments and other United Nations agencies while leading efforts to leverage impact through partnerships and achieve coherence and improve collaboration on environmental issues across the United Nations system. UNEP will also monitor and track these impacts to be able to identify change, adjust its business model, enhance its effectiveness and efficiency and communicate achievements and lessons learnt. These themes will run through all of the subprogrammes of UNEP.

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

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

98. Member States will benefit from the strengthened presence of UNEP in regions and subregions. Supported by the collective contributions of UNEP globally, Member States can engage with UNEP through its regional presence to address the priorities of Member States. UNEP can make a strategic difference, taking advantage of its environmental leadership and strategic partnerships. The regional presence of UNEP will call upon the wider UNEP network expertise to support regional needs.

99. The medium-term strategy will unfold in each region or across regions through the programme of work in response to regions' and countries' priorities, including national follow-up and support in the implementation of the Goals and targets. Subprogramme coordinators located in the regions, along with regional-level technical, operational and management expertise and leadership are being gradually strengthened to drive strategic engagement, particularly in terms of upscaling work through partnerships at the regional level. UNEP will strengthen its communications and fundraising expertise in the regions to support regional delivery. The outcomes of the medium-term strategy in the regions will feed into the global monitoring and reporting systems of UNEP to inform intergovernmental forums, networks, partners and platforms at regional and global levels, as well as the UNEP governance bodies.

100. UNEP service lines are a core element of the business model, which help staff and partners to ensure that their everyday activities are linked in a coherent, consistent manner to the implementation of the strategy. Built on strengths and comparative advantages that create value, the service lines will be central to delivering results in the period 2018–2021 as a step towards 2030 impact.

UNEP service lines

Leveraging sound science for policy and decision-making	Providing technical assistance for strengthened environmental policies, norms and institutions
• UNEP will continue to identify science for policy and decision-making to achieve the environmental dimension of sustainable development, integrating social, economic and development considerations to enable policy-relevant responses and responding to resolution 4 of the first session of the United Nations Environment Assembly. • Bringing information from different stakeholders together in data gathering, analysis and assessment processes at the national, regional and global levels and improving scientific robustness through UNEP Live, GEO reports and other processes will remain at the core of the medium-term strategy. • UNEP will continue to: (1) provide policy-relevant analyses; (2) facilitate science-policy dialogues; (3) contribute to the science-policy interface through supporting agenda-setting. • UNEP Live is a cutting-edge, dynamic platform to collect, process and share the world's best environmental science and research.	• UNEP will provide technical guidance and support for environmental governance, developing laws and policies, and ensure that these are coherent and can be implemented effectively. This is to ensure that countries have frameworks for environmental laws and institutions in place and that environmental considerations underpin social, economic and development policy, an evolution from previous medium-term strategy periods. • Implementation and enforcement of such laws and policies, including those relating to the implementation of and compliance with the multilateral environmental agreements will better support environmental sustainability. • UNEP will also work with partners to advise on development of fiscal, economic and policy tools and frameworks that take the environment into account, facilitating innovative ways of enhancing finance for sustainable development. • These frameworks and tools should also provide incentives for private sector investments in sustainable development.

Convening for change	Communication for environment
• UNEP will continue to support existing forums to share knowledge and best practices, facilitate technology transfer and identify innovative solutions to environmental challenges. UNEP, in partnership with United Nations entities, will convene those responsible for social, economic and development policy, influence investment decisions and influence consumer choice. Such an expansion of the constituencies UNEP works with, especially in the economic and social arena, will be a change from previous medium-term strategy periods. A key aim will be to empower the environment sector to mobilize these key constituencies with the support of the convening power of UNEP, within the mandate of UNEP.	• Enhance public advocacy, brand and digital engagement strategies to better inform, influence and mobilize a broad range of relevant stakeholders across sectors. • Enhancing the clarity and consistency of the organization's voice will affect the capacity of UNEP to gain and maintain public and policy attention within the strategic priority areas. The organization is poised to leverage a growing (digital) audience and reach a significantly larger number of stakeholders than it presently does. • The organization is increasingly committed to delivering results that require social mobilization and behaviour and social change communication. By better exploiting digital platforms, by conceiving coherent, evidence-based communication strategies that effectively leverage partnerships and build upon the UNEP network of opinion makers and prominent personalities, particularly by creating and strengthening spaces for conversation with and among youth and millennials.

8. Evaluation of the strategy

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

102. In addition, UNEP conducts a formative evaluation of the design of the programme of work at the start of each medium-term strategy. These assess the causal relationships embedded in the projects within each programme framework and are aimed at determining whether these projects are optimally linked to the expected accomplishments and the higher-level results. Formative evaluations also help with the identification of performance measures and key impact drivers that managers can use as they implement their projects and programmes. The Evaluation Office will also selectively undertake evaluations of service lines (for example, communications, awareness-raising and outreach) or effective approaches for bridging the science-policy interface. The mid-point of the medium-term strategy, namely the end of the biennium 2018–2019, is marked by a meta-evaluation of the progress made in implementation, which will take the form of a biennial evaluation synthesis report.

103. UNEP will conduct an overall evaluation of the medium-term strategy for 2018–2021 at the end of the medium-term strategy period and assess progress made towards the achievement of the higher-level results outlined in the strategy. The aim is to provide evaluative evidence on the effectiveness and efficiency of the implementation and delivery of UNEP; identify challenges in medium-term strategy implementation; and provide lessons and recommendations to guide the future strategic direction of the organization and improve programme formulation and implementation.

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Annex

Regional priorities, trends and emerging issues

The analysis in **column 1 (regional environmental priorities)** of the table below provides an overview of regional environmental priorities that have been identified by countries through regional environmental forums and have formed an important part of the package of consultations and reviews to develop the medium-term strategy. The analysis covers all regions. The issues reflected in **column 2 (outcomes from the regional environmental information network) and column 3 (emerging issues)** of the table below set out the outcomes of the deliberations of six regional environmental information network conferences facilitated by UNEP in early 2015. For each region, the issues and trends were identified through regional consultations held in preparation for the sixth edition of the *Global Environment Outlook*. The consultations were attended by senior government representatives, regional partners and independent scientific experts.

AFRICA		
REGIONAL ENVIRONMENTAL PRIORITIES[51,52,53]	**OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK**	**EMERGING ISSUES**
1. Sustainably managing and valuing the region's natural capital, while reconciling its wise stewardship with human development needs for the current population and that of future generations. 2. Strengthening institutional capacities for environmental management within the context of sustainable development and poverty eradication, including support to a transition to the green economy. 3. Enhancing mainstreaming of environmental sustainability, including climate change into national development policies and programmes. 4. Building the capacities of countries, subregions and regional institutions to assess and monitor environmental trends and provide credible and up-to-date scientific information and facts on trends in ecosystems services, climate change and other related environmental matters. 5. Strengthening coordinated implementation of national obligations and priorities, including policies, laws, implementation of, and compliance with, multilateral environmental agreements.	• Management of natural capital • Land use and management • Waste (pollutants) • Biodiversity • Air quality • Freshwater • Marine, coastal areas and oceans (blue economy) • Energy (renewable production and access) • Climate change (adaptation and mitigation) • Disasters	• Data revolution and knowledge economy • Changing demography • Industrialization (resource efficiency) • Climate change (diseases, wildlife migration) • Environmental governance • Consumer preferences (shifting values and norms) • Migration and conflicts

[51] Arusha Declaration, fourteenth ordinary session of the African Ministerial Conference on the Environment: "Africa's post Rio+20 Strategy for Sustainable Development," 10–14 September 2012 in Arusha, United Republic of Tanzania.

[52] Frequently expressed by countries represented in the African Ministerial Conference on the Environment.

[53] Cairo Declaration, fifteenth ordinary session of the African Ministerial Conference on the Environment: "Managing Africa's Natural Capital for Sustainable Development and Poverty Eradication", 2–6 March 2015 in Cairo (Agenda 2063).

6. Engaging regional, subregional and national partners in influencing decisions on environmental sustainability and linkages to economic growth and social development. 7. Support research and development for appropriate technologies to improve productivity and efficiency in the utilization of environmental resources and improving human well-being. 8. Engaging partners to support the mobilization of technical and financial resources for implementation of programmes, projects and strategic frameworks. 9. Adoption and implementation of the African common strategy on illegal trade in wildlife.		
ASIA AND THE PACIFIC		
REGIONAL ENVIRONMENTAL PRIORITIES[54]	**OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK**	**EMERGING ISSUES**
1. Address climate change and enhance resilience. 2. Decouple economic growth from resource use and pollution and drive the development of green and blue economy pathways. 3. Maintain biodiversity and sustainable provision of ecosystem services. 4. Ensure ecological resilience to promote disaster risk reduction and sustainable development. 5. Manage chemicals and waste, including e-waste and transboundary issues. 6. Promote control and prevention of air pollution, including transboundary measures. 7. Support integrated approaches to environment and health. 8. Use the Goals to mainstream environment in national planning agendas, align environmental governance structures and access financing and technology to support countries in their efforts to prepare for the adoption, implementation and reporting on Goals. 9. Support science-policy linkages, strengthen capacity and technology to gather, manage and assess data as a priority.	• Accelerated environmental degradation • Increased vulnerability to impacts of natural hazards and extreme events • Inefficiency in the use of resources • Increasing environmentally related health risks • Changing demography and lifestyles, and access to basic services • Widening of gaps across the landscape of policies and legislation and their implementation	• Environmental governance • Disasters (preparedness, risk reduction) • Climate change (ocean acidification, migration) • Data revolution and the knowledge economy (drones, sensors for monitoring) • Natural capital valuation • Smart cities (noise, energy, water, green buildings) • Transport (decarbonized transport systems) • Transboundary issues (pollution, resource sharing) • Sustainable consumption and production linked to industrial processes and technologies • New pandemics and diseases • Sectoral changes, including shift towards inward investment sourcing, sharing economy and resource efficiency

[54] Chair's Summary, First Forum of Ministers and Environment Authorities of Asia Pacific, 19 and 20 May 2015, Bangkok.

EUROPE		
REGIONAL ENVIRONMENTAL PRIORITIES[55]	**OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK**	**EMERGING ISSUES**
1. Water: to meet growing needs for water consumption, while conserving freshwater ecosystems; to enhance cooperation between farming, planning, energy and transport sectors to ensure that water is shared and managed within sustainable limits. 2. Chemicals and waste: to manage chemicals and waste soundly, including the implementation of related provisions in the multilateral environmental agreements; to promote chemical safety by providing policy advice, technical guidance and capacity-building to economies in transition. 3. Air quality: to improve air quality and raise awareness of the connection between health and air quality; countries in Eastern Europe, Caucasus and Central Asia to sign and ratify the Convention on Long-range Transboundary Air Pollution protocols 4. Resource efficiency: to reduce the environmental impacts of producing, processing and using goods and services; to mainstream resource efficiency aspects into sustainable development planning policies and regulatory frameworks. 5. Climate change: to improve energy efficiency and the use of renewable energy; to reduce vulnerability and strengthen resilience to climate change impacts through ecosystems-based risk management. 6. Biodiversity and ecosystems management: to assess biodiversity and ecosystem values, and communicate these values in all forms of decision-making; to integrate biodiversity considerations into key economic and productive sectors, especially agriculture. 7. Cross-cutting priorities: environmental governance; conflict prevention and disaster risk reduction; science-policy interface; transboundary cooperation; and communications.	• Breaching planetary limits • Climate change • Urbanization • Increased life expectancy • Food systems • Energy and transportation systems • Nanotechnology and biotechnology • Air quality • Freshwater quality and quantity • Marine resources (access and designations) • Biodiversity (changing distribution) • Land (coastal squeeze, erosion, soil quality) • Biota (loss of species and invasive species) • Forest dynamics – land/water/biota nexus • Nanomaterial and nanoparticles • Electronic waste • Endocrine disruptors and emerging chemicals	• Green economy/circular economy • Technology transfer • Air quality • Climate change • Technological developments • Population growth • Increasing competition for resources • Geopolitical challenges • Changing regional energy markets and priorities • Changing land use and land ownership • Reduction in species, loss of genetic resources • Decline in soil fertility • Risk of epidemics, diseases and dangerous mutations

[55] *Sources*: Informal regional consultation with the Member States at the sixty-sixth session of the Economic Commission for Europe, held on 15 April 2015; European Environment Agency *State of the Environment 2015*; regional visioning exercise with Regional Office for Europe staff.

LATIN AMERICA AND THE CARIBBEAN		
REGIONAL ENVIRONMENTAL PRIORITIES[56]	**OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK**	**EMERGING ISSUES**
1. Mitigation of and adaptation to climate change impacts, socio-ecosystem resilience 2. Green and blue economy, including sustainable consumption and production 3. Sustainable and inclusive cities, air quality and waste management 4. Sustainable management of biodiversity and ecosystem services, including forests 5. Conservation of marine and coastal ecosystems 6. Options to achieve greater policy coherence and enforcement 7. Environmental governance, particularly the strengthening of laws and institutions to solve current socio-environmental conflicts and avoid potential ones, and to facilitate access to information, public participation and environmental justice 8. Science-policy interface 9. Health and food security issues related to environmental change 10. Investment in research and data collection and capacity gaps (to monitor and predict ecological thresholds and tipping points) 11. Implementation of multi-scale early warning systems	• Mitigation and adaptation to climate change impacts, socio-ecosystem resilience • Green and blue economy • Sustainable consumption and production • Urbanization • Pollution and waste management • Loss and degradation of biodiversity and ecosystem services • Degradation of marine and coastal ecosystems, integrated coastal zone management and effects on economic activities such as tourism • Opportunities for transboundary cooperation • Options to achieve greater policy coherence and enforcement • Environmental governance issues and opportunities, particularly in relation to socio-environmental conflicts • Science-policy interface • Health and food security issues related to environmental change • Public expenditure in resilient infrastructure • Investment in research and data collection and capacity gaps (to monitor and predict ecological thresholds and tipping points) • Implementation of multi-scale early warning systems	• Opportunities from a greater participation of the private sector in the protection of the environment • Access to environmental information for civil society • Emerging impacts from cumulative and synergistic effects of environmental change, including challenges to predict future scenarios • New approaches to socioecological systems and ecological economics • Fracking and other new oil industry technologies • Disasters • Downgrading of conservation policies • Emerging (zoonotic) diseases

[56] *Source*: Nineteenth Meeting of the Forum of Ministers of the Environment of Latin America and the Caribbean, Los Cabos, Mexico, 12–14 March 2014.

WEST ASIA		
REGIONAL ENVIRONMENTAL PRIORITIES[57]	**OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK**	**EMERGING ISSUES**
1. Promote peace, security and improved environmental governance, including institutions 2. Enhance climate change adaptation and resilience, disaster risk reduction and response, including on sand and dust storms 3. Promote efficient management of natural resources, and food-water-energy nexus 4. Maintain biodiversity and sustainable provision of ecosystem services 5. Protect and effectively manage coastal and marine resources 6. Science and Technology Alliance for Global Sustainability 7. Foster sound management of chemicals and waste, including e-waste and transboundary issues 8. Promote control and prevention of air pollution, including transboundary measures 9. Mainstream environment into national planning agendas and support countries' transition to the green economy 10. Develop evidence-based sustainable development policies, with clear monitoring and accountability through improved data and statistics 11. Enhance equitable access to finance and technology and promote indigenization of green technologies	• Peace, security and the environment • Freshwater resources • Sustainable use of natural resources • Urbanization • Integrated waste management • Environment and health • Biodiversity • Environmental governance • Regional and international cooperation • Climate change (adaptation and mitigation) • Desertification	• Sustainable cities • Non-traditional wastes (e-waste, construction, illegal dumping) • Green economy • Coastal erosion, coastal urbanization • Wars and conflict • Expansion of animal populations • Overexploitation of fish stocks • Poor capacity to respond to chemical and radiological accidents • Rapid increase in unsegregated household waste • Opportunities to use new technologies for monitoring and data sharing • Food safety threatened due to increased use of pesticides and unregulated chemicals • Shale gas extraction (fracking) and associated water use and pollution

[57] Source: United Nations Environment Programme/Regional Office for West Asia visioning process; Arab Forum on Sustainable Development outcome (the Bahrain Document) (5–7 May, Manama); and GEO-6 regional consultation (10–14 May 2015, Amman).

NORTH AMERICA	
OUTCOMES FROM THE REGIONAL ENVIRONMENTAL INFORMATION NETWORK	**EMERGING ISSUES**
• Sustainable consumption and production • Effects of non-conventional oil and gas extraction • Reduction of greenhouse gas emissions • Rapid change in the Arctic and the impacts on social and ecological systems • Biophysical feedback in the Arctic • Adaptation to climate extremes and coastal resilience • Habitat loss, fragmentation and degradation • Water security: freshwater scarcity, drought, contamination • Contaminants of emerging concern • Non-point source contamination by nutrients in freshwater and marine ecosystems, leading to eutrophication, hypoxia, acidification • Adaptive governance and inclusive, multi-scale and multi-sectoral planning • Implementation of natural capital accounting	• Management of low-concentration compounds including pharmaceuticals, nanoparticles, new household products and down-the-drain chemicals • Impacts of climate change and expanded Arctic industrialization on indigenous peoples • Emerging opportunity to help address fragmentation through natural capital accounting and recognition of ecosystem services • Geoengineering • Advances in battery technology and the potential to boost renewables • Ammonia emissions increases • Emerging health concerns, including antibiotic resistance and harmful algal blooms • Impacts of unconventional oil and gas extraction • Species redistribution from climate change linked to habitat loss and population shifts • The need for distributed energy systems and the move towards remunicipalization • Alternative metrics for gross domestic product that include environmental health • Innovation in media for citizens to promote and produce knowledge to enable behavioural change

Strategies of multilateral environmental agreements

Multilateral environmental agreements	Strategic documents	Link to the multilateral environmental agreement website and strategic document
BIODIVERSITY		
Convention on Biological Diversity	Strategic Plan for Biodiversity 2011–2020, including Aichi Biodiversity Targets	http://www.cbd.int/ http://www.cbd.int/sp/ http://www.informea.org/treaties/cbd/
Cartagena Protocol on Biosafety to the Convention on Biological Diversity	Strategic Plan for the Cartagena Protocol on Biosafety for the period 2011–2020	http://bch.cbd.int/protocol http://bch.cbd.int/protocol/issues/cpb_stplan.shtml
Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization to the Convention on Biological Diversity	No separate strategy Key issues taken into account http://www.cbd.int/abs/key-issues.shtml Awareness-raising strategy: https://www.cbd.int/doc/meetings/abs/icnp-01/official/icnp-01-05-en.pdf Capacity-building https://www.cbd.int/recommendation/icnp/?id=13089 http://www.cbd.int/decision/cop/default.shtml?id=13162	http://www.cbd.int/abs/
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	CITES Strategic Vision: 2008–2020	www.cites.org http://www.cites.org/eng/res/16/16-03.php http://www.informea.org/treaties/cites/
Convention on the Conservation of Migratory Species of Wild Animals (CMS)	Strategic Plan for Migratory Species 2015–2023	http://www.cms.int/ http://www.informea.org/treaties/cms/
Agreement on the Conservation of African-Eurasian Migratory Waterbirds	Strategic Plan 2009–2017	http://www.unep-aewa.org http://www.unep-aewa.org/en/documents/strategic-plan http://www.informea.org/treaties/aewa/
Agreement on the Conservation of Small Cetaceans of the Baltic, North East Atlantic, Irish and North Seas	No separate strategic plan, applied overall CMS Strategic Plan for Migratory Species 2015–2023 Action plans covering individual species	http://www.ascobans.org/ http://www.ascobans.org/es/documents/action-plans http://www.informea.org/treaties/ascobans/
Agreement on the Conservation of Populations of European Bats (EUROBATS)	Applied overall CMS Strategic Plan for Migratory Species 2015–2023 Implementation of the Conservation and Management Plan and Action Plan for EUROBATS (2015–2018)	http://www.eurobats.org/ http://www.informea.org/treaties/eurobats/
Agreement on the Conservation of Albatrosses and Petrels (ACAP)	Applied overall CMS Strategic Plan for Migratory Species 2015–2023 ACAP Secretariat Work Programme for 2016–2018	http://www.acap.aq http://www.cms.int/en/legalinstrument/acap,
Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area (ACCOBAMS)	Applied overall CMS Strategic Plan for Migratory Species 2015–2023 ACCOBAMS Strategy for the period 2014–2025 and Action Plan	http://accobams.org/
Agreement on the Conservation of Gorillas and Their Habitats	Applied overall CMS Strategic Plan for Migratory Species 2015–2023 Regional action plans for gorilla protection	http://www.cms.int/en/legalinstrument/gorilla-agreement

Multilateral environmental agreements	Strategic documents	Link to the multilateral environmental agreement website and strategic document
Agreement on the Conservation of Seals in the Wadden Sea	Applied overall CMS Strategic Plan for Migratory Species 2015–2023 Strategy 2014–2022	http://www.waddensea-secretariat.org/trilateral-cooperation/common-wadden-sea-secretariat http://www.waddensea-secretariat.org/sites/default/files/Meeting_Documents/Conference2014/council_declaration_final_5_feb_2014_incl._annexes_.pdf
International Treaty on Plant Genetic Resources for Food and Agriculture	Strategic Plan for the Implementation of the Benefit-sharing Fund of the Funding Strategy Multi-year programme of work	http://www.planttreaty.org/content/strategic-plan
Convention on Wetlands of International Importance, especially as Waterfowl Habitat	Ramsar Strategic Plan for 2016–2024	http://www.ramsar.org/ http://www.informea.org/treaties/ramsar/
Convention concerning the Protection of the World Cultural and Natural Heritage	Strategic Action Plan for the Implementation of the World Heritage Convention 2012–2022	http://whc.unesco.org/en/convention/ www.whc.unesco/en/globalstrategy http://www.informea.org/treaties/whc/
United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and /or Desertification, Particularly in Africa	10-year strategic plan 2008–2018	http://www.unccd.int http://www.unccd.int/Lists/SiteDocumentLibrary/10YearStrategy/Decision%203COP8%20adoption%20of%20The%20Strategy.pdf
CHEMICALS, WASTE AND AIR QUALITY		
Minamata Convention on Mercury	Convention not yet in force	http://www.mercuryconvention.org
Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (Basel Convention)	Strategic Framework for 2012–2021 Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam, Stockholm and Minamata Conventions and the Strategic Approach to International Chemicals Management	http://www.basel.int/ http://www.basel.int/TheConvention/StrategicPlan/NewStrategicFramework/tabid/1546/Default.aspx http://www.informea.org/treaties/basel/
Convention on Long-range Transboundary Air Pollution	Guidelines for reporting emissions and projections data	http://www.unece.org/env/lrtap/lrtap_h1.html
Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management	http://www.pic.int/ http://www.informea.org/treaties/rotterdam/
Stockholm Convention on Persistent Organic Pollutants	Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management	http://chm.pops.int http://www.informea.org/treaties/stockholm/
CLIMATE AND ATMOSPHERE		
United Nations Framework Convention on Climate Change	Strategy paper for the long-term perspective	http://unfccc.int http://www.informea.org/treaties/unfccc/
Kyoto Protocol to the United Nations Framework Convention on Climate Change	Strategy for post-2012 Kyoto Protocol Agreement	http://unfccc.int/kyoto_protocol/items/2830.php http://www.informea.org/treaties/kyoto/
Vienna Convention for the Protection of the Ozone Layer	Convention itself	http://ozone.unep.org
Montreal Protocol on Substances that Deplete the Ozone Layer	Protocol itself with amendments	http://ozone.unep.org

Multilateral environmental agreements	Strategic documents	Link to the multilateral environmental agreement website and strategic document
SEAS AND OCEANS		
Regional Seas Conventions and Action Plans	Regional Seas Action Plans	http://www.unep.org/regionalseas/ UNEP administered: *Black Sea*, *Wider Caribbean*, *East Asian Seas*, *Eastern Africa*, *South Asian Seas*, *ROPME Sea Area*, *Mediterranean*, *North-East Pacific*, *Northwest Pacific*, *Red Sea and Gulf of Aden*, *South-East Pacific*, *Pacific*, and *Western Africa*. Partner programmes: *Antarctic*, *Arctic*, *Baltic Sea*, *Caspian Sea* and *North-East Atlantic*
Convention for Cooperation in the Protection, Management and Development of the Marine and Coastal Environment of the Atlantic Coast of the West, Central and Southern Africa Region	Work Programme 2015–2016 for the implementation of the Abidjan Convention: http://cop11.abidjanconvention.org/media/documents/working/COP11.4%20-%20Draft%20PoW%202015-2016_Eng.pdf	inforMEA: http://informea.org/treaties/abidjan Website: http://abidjanconvention.org
Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean	Mediterranean Strategy for Sustainable Development: http://www.unepmap.org/index.php?module=content2&catid=001017002001	inforMEA: http://informea.org/treaties/barcelona Website: http://www.cep.unep.org/
Amended Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean	Work Programme for the Nairobi Convention 2013–2017: http://www.unep.org/NairobiConvention/docs/UNEP-DEPI-EAF-COP8-2015-3-en-Approved%20Work%20Programme%20for%202013-2017.pdf	inforMEA: http://informea.org/treaties/nairobi Website: http://www.unep.org/nairobiconvention/
Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region	Work Plan for 2015–2016: http://www.cep.unep.org/meetings/2014/igm-16-cop-13/	inforMEA: http://informea.org/treaties/cartagena-conv Website: http://www.unepmap.org/
Action Plan for the Protection, Management and Development of the Marine and Coastal Environment of the Northwest Pacific Region (NOWPAP)	NOWPAP Medium-term Strategy for 2012–2017	http://www.nowpap.org/
Coordinating Body on the Seas of East Asia (COBSEA)	COBSEA World Plan for 2015–2016:	http://www.cobsea.org/Events/Work%20Plan%20and%20Budget%20for%20COBSEA%202015-2016%20Biennium_new.pdf
United Nations Convention on the Law of the Sea		http://www.un.org/depts/los/convention_agreements/texts/unclos/unclos_e.pdf
Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks		http://www.un.org/depts/los/convention_agreements/convention_overview_fish_stocks.htm
Regional fisheries management organization		http://ec.europa.eu/fisheries/cfp/international/rfmo/index_en.htm
Code of Conduct for Responsible Fisheries		http://www.fao.org/fishery/code/en
Other regional bodies relevant to ocean management and other relevant General Assembly resolutions related to the sustainable management of oceans and seas		http://www.un.org/depts/los/general_assembly/general_assembly_resolutions.htm