UNITED
NATIONS

EP

Distr.: General
14 December 2010

Original: English

**Governing Council
of the United Nations
Environment Programme**

**Twenty-sixth session of the Governing Council/
Global Ministerial Environment Forum**
Nairobi, 21–24 February 2011
Item 4 (d) of the provisional agenda*
**Coordination and cooperation within the
United Nations system on environmental matters**

Enhanced coordination across the United Nations system, including the Environment Management Group

Report of the Executive Director

Summary

> Pursuant to decision SS.XI/3, the present report provides background information and suggests actions relevant to decisions adopted by the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme at its eleventh special session on enhanced coordination across the United Nations system, including the role of the Environment Management Group. The Council encouraged the Group to continue its broad-based cooperation, including by working with the United Nations System Chief Executives Board for Coordination and its subsidiary bodies.

> A report on the Group's work during 2010 is presented in the annex to the present report, together with directions for further work as decided by the senior officials of the Group at their sixteenth meeting, in September 2010. Pursuant to a decision by the senior officials at that meeting, the report has been reviewed by Group members. The Council/Forum may wish to guide the Group's further work.

> An account is also given of the contribution of the Group and of the UNEP secretariat to environmental inter-agency cooperation-related work under the Chief Executives Board for Coordination and its subsidiary committees: the High-Level Committee on Management, the High-Level Committee on Programmes and the United Nations Development Group.

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* UNEP/GC.26/1.

I.   Suggested action

1.   The Governing Council may wish to consider the adoption of a decision along the following lines:

The Governing Council,

Recognizing the role of the United Nations Environment Programme in enhanced coordination and collaboration across the United Nations system to achieve greater coherence in environmental activities,

Recalling its decision SS.XI/3, on enhanced coordination across the United Nations system, including the Environment Management Group,

Welcoming the efforts of the Executive Director, including in his capacity as chair of the Environment Management Group, and those of its members in promoting cooperation across the United Nation system on environmental activities,

Expressing appreciation for the progress report prepared under the guidance of the senior officials of the Environment Management Group at their sixteenth meeting and as presented by the Executive Director,[1]

Commending the Group on its progress in facilitating cooperation across the United Nations system to assist Member States in implementing the environmental agenda,

Welcoming in particular the Group's contribution to the tenth meeting of the Conference of the Parties to the Convention on Biological Diversity[2] and its follow-up decision to continue its support to the implementation of the biodiversity agenda across the United Nations system,

1.   *Supports* the continued efforts by the Group to mainstream environmental considerations into activities at the programme, management and operational levels in close cooperation with the United Nations System Chief Executives Board for Coordination and its subsidiary bodies;

2.   *Encourages* the Group to continue to promote coherence in programming environmental activities in the United Nations system, including by mainstreaming environmental concerns into sectoral programmes, through such measures as the following:

(a)   Contribution to the international agenda on biodiversity, including implementation of the relevant decisions of the tenth meeting of the Conference of the Parties to the Convention on Biological Diversity;

(b)   Preparation of a United Nations system-wide contribution to the tenth meeting of the Conference of the Parties to the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa;

(c)   Preparation of a contribution by the United Nations system on the green economy to the preparatory process for the United Nations Conference on Sustainable Development;

3.   *Also encourages* the Group to continue supporting the implementation of the United Nations climate-neutral strategy and advancing the sustainability of policies, management practices and operations in the United Nations system, including sustainable procurement and the use of environmental and social safeguards;

4.   *Requests* the Executive Director in his capacity as chair of the Group to provide a progress report on the Group's work to the Governing Council/Global Ministerial Environment Forum at its twelfth special session.

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1   UNEP/GC.26/15, annex I.

2   "Advancing the biodiversity agenda – a UN system-wide contribution to the biodiversity agenda", report by the Environment Management Group, available on the Group's website at the address: www.unemg.org.

II. Promotion and coordination of environmental activities within the United Nations system

2.   The promotion and coordination of environmental activities across the United Nations system was one of the core functions assigned to the United Nations Environment Programme (UNEP) when it was established in 1972. By resolution 2997 (XXVII) of 15 December 1972 establishing UNEP and its four constituent pillars: the Governing Council (which since 2000 also meets as the Global Ministerial Environment Forum); the Environment Secretariat; the Environment Fund; and the Environment Coordination Board, those four pillars were all assigned mutually supportive functions and responsibilities. Thus, the Governing Council was mandated to give general policy guidance to the United Nations; the secretariat was requested to coordinate programmes and advise intergovernmental bodies; the Environment Fund was designed to fund environmental activities across the entire United Nations system; and the Environment Coordination Board was intended to promote cooperation in the implementation of environmental programmes in the United Nations. By resolution 32/197 of 20 December 1977, the Assembly decided to close down the Board, together with other thematic inter-agency mechanisms, as part of an exercise to restructure the United Nations system, and its functions were assigned to the overall coordination mechanism under whose auspices the Board had been operating, the Administrative Committee on Coordination. By its resolution 53/242 of 28 July 1999, the General Assembly supported the establishment by the Secretary-General of the Environment Management Group for the purpose of enhancing inter-agency coordination on environment and human settlements. The Group's terms of reference were approved by the Administrative Committee on Coordination in 2000.

3.   The Administrative Committee on Coordination subsequently evolved into the United Nations System Chief Executives Board for Coordination. The Board is the highest-level inter-agency coordinating mechanism in the United Nations system, and has the following three subsidiary committees: the High-level Committee on Management, which is concerned with system-wide administrative and management issues; the High-level Committee on Programmes, which considers global policy issues; and the United Nations Development Group, which deals with operational activities for development with a focus on country-level work. The Environment Management Group is not a subsidiary body of the Chief Executives Board, but is recognized as one among a wider web of inter-agency bodies, many of which are concerned to varying degrees with environment issues. This web also includes: the Executive Committee on Peace and Security; the Executive Committee on Humanitarian Affairs; the United Nations Evaluation Group; the Inter-Agency Standing Committee, which involves key humanitarian partners from both within and outside the United Nations; the Inter-Agency Network on Women and Gender Equality; the Small Island Developing States Inter-Agency Consultative Group; the Inter-Agency Steering Group on Indigenous Issues, which UNEP co-chaired in 2010; the United Nations Communications Group; and the Inter-Agency Network on Youth Development.

4.   This wider web of inter-agency bodies includes the Executive Committee on Economic and Social Affairs, which is chaired by the Under-Secretary-General of the United Nations Department of Economic and Social Affairs with the overall objective of enhancing coherence and common approaches among the United Nations departments, offices, funds, programmes, regional commissions and research institutes engaged in normative, analytical and technical work in the economic and social field. An expanded version of the Executive Committee on Economic and Social Affairs (comprising existing committee members and representatives of all other relevant United Nations entities) was recently formed to constitute the main inter-agency mechanism that will be used by the Secretary-General of the United Nations Conference on Sustainable Development, to be held in 2012, to define a common United Nations vision and expectations for the conference.

III. Chief Executives Board for Coordination and its three committees

5.   UNEP is actively involved in the work of the Chief Executives Board for Coordination and its three pillars, the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. It has been able to bring attention to environmental causal factors, implications and solutions in the development and implementation of United Nations system-wide strategic approaches to the policy challenges tackled by the Board. UNEP will host the next session of the Board, to take place on 1 and 2 April 2011.

6.   The Board, through the High-level Committee on Programmes, oversees specific inter-agency collaborative arrangements to deal with water and sanitation (UN-Water), energy (UN-Energy), oceans and coastal areas (UN-Oceans), and sustainable consumption and production. These mechanisms were established in 2003, when the Board adopted a set of approaches and guidelines to

steer the system's follow-up to the World Summit on Sustainable Development. The secretariat functions for the above mechanisms are provided by the United Nations Department of Economic and Social Affairs.

7.   UNEP has played a lead role within the Climate Change Action Framework under the Board, which has worked to ensure the coordinated and effective delivery of activities related to climate change across the United Nations system. It has convening responsibilities in important areas, including the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation, capacity-building, promoting a climate-neutral United Nations, and public awareness-raising, and contributes actively to efforts in other key areas, including adaptation and financing. UNEP is a core member of the ad hoc working group on climate change under the High-level Committee on Programmes, which coordinates these efforts and supports the Chief Executives Board at major United Nations conferences on climate change.

8.   UNEP was also instrumental in bringing an environmental dimension to the responses by the Chief Executives Board and the High-level Committee on Programmes to the financial and economic crisis, through the implementation of the Board's joint crisis initiatives. In particular, UNEP is the lead agency in the joint crisis initiative on the green economy. In that capacity, it has highlighted the importance of mobilizing and refocusing the global economy towards green growth and the need to safeguard the integrity of ecosystems, in the context of work by the Board and the High-level Committee on Programmes on moving towards a process of globalization that is fairer, greener and more sustainable. This work is closely related to work by both the Board and the High-level Committee to follow up on the high-level plenary meeting of the General Assembly on the Millennium Development Goals, held from 20 to 22 September 2010, and, in particular, to the need for strong, well-coordinated, coherent and effective system-wide support for efforts to attain the Millennium Development Goals over the coming five years

9.   At the second regular session of the Chief Executives Board, the Secretary-General proposed, and the Board endorsed, the nomination of the Executive Director of UNEP as the new chair of the High-level Committee on Programmes, for a two-year term beginning in 2011.

10.   UNEP has been actively involved in the United Nations Development Group task team on environmental sustainability and climate change, which is co-chaired by UNEP and the United Nations Development Programme (UNDP) and comprises 14 United Nations agencies. The team's outputs to date include: a report on United Nations country team initiatives on climate change; two United Nations Development Group guidance notes, the first on mainstreaming environmental sustainability into country analysis and the United Nations Development Assistance Framework and the second on integrating climate change considerations into country analysis and the development of the United Nations Development Assistance Framework; and a training-of-trainers exercise to develop skills across the United Nations system in the use of the two guidance notes.

11.   Another task group under the United Nations Development Group, which focuses on natural resources management in transition settings, is led and chaired by UNEP and has a membership of a dozen United Nations agencies. The task group operates under the working group on transition issues, set up by the United Nations Development Group and the Executive Committee on Humanitarian Assistance, which provides support to country teams serving in post-conflict and post-disaster locations.

12.   In exercise of his functions as chair of the Environment Management Group, the Executive Director has ensured that the Group engages with the Chief Executives Board and its three committees. The Group has continued its role in ensuring follow-up to the statement issued by the Board in October 2007 on moving toward a climate-neutral United Nations, including by reporting to the High-level Committee on Programmes.

IV.   Environment Management Group

13.   The sixteenth meeting of the senior officials of the Environment Management Group was held in New York on 21 September 2010, during the sixty-fifth session of the General Assembly. The meeting was hosted by the United Nations Department of Social and Economic Affairs and co-chaired by Mr. Achim Steiner, Executive Director of UNEP, and Mr. Sha Zukang, Under-Secretary-General for Economic and Social Affairs. The meeting was attended by a wide range of high-level officials with responsibilities for environment in the United Nations system.

14.   The Group works through technical meetings, convened by its various issue management groups, which are set up for a limited period to deal with specific issues. The work is set out in a two-yearly workplan. An annual report, which is circulated in advance to Group members for their

comments, is submitted by the Executive Director to the UNEP Governing Council. The report of the Group's activities for 2009 can be found in document UNEP/GCSS.XI/3.

15.   By its decision SS.XI/3, the Governing Council took note of the report of the Executive Director on enhanced coordination across the United Nations system and welcomed the Group's progress in facilitating cooperation across the United Nations system to assist Member States in implementing the environmental agenda. It encouraged the Group to continue its cooperation, including by working with the Chief Executives Board and its subsidiary bodies in ensuring, among other goals:

        (a)   The promotion of sustainable management practices in the United Nations system, including by making further progress towards climate neutrality and sustainable procurement;

        (b)   Cooperation in programming environmental activities in the United Nations system in the areas of biodiversity, land degradation and green economy;

        (c)   Coherence in mainstreaming environmental considerations in United Nations operational activities at the country level.

16.   The report by the Executive Director on the Group's work in 2010, as reviewed by its members, is set out in full in the annex to the present report. Further information on the Group's work may also be found on the Group's website at www.unemg.org. Particular attention is drawn, however, to the following outputs:

        (a)   Preparation of the first common greenhouse gas inventory for the United Nations system, which was released at the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Copenhagen in December 2009, in the report entitled "Moving towards a climate-neutral UN". The report includes inventories from 49 United Nations organizations and reviews their emission reduction efforts undertaken to date. An improved system for the online reporting of greenhouse-gas emission inventories has been developed. Guidelines have been prepared on such matters as sustainable travel, climate-friendly buildings and offices, energy-efficient buildings, distance work and sustainable procurement, together with an overview guide to greenhouse-gas emission reductions in United Nations organizations (see www.greeningtheblue.org);

        (b)   Preparation of the report entitled "Advancing the biodiversity agenda – a UN system-wide contribution", with a statement by the executive heads of the member organizations of the Environment Management Group, which was presented at the tenth meeting of the Conference of Parties to the Convention on Biological Diversity, in October 2010. The report was prepared with contributions from 27 United Nations bodies. In their statement the executive heads of the United Nations agencies reaffirmed their conviction that the protection and enhancement of human well-being represented a common imperative for the entire United Nations system and that efforts to protect biodiversity could help safeguard such well-being. They also declared their commitment to continue cooperation under the auspices of the Environment Management Group, with a view to demonstrating the merits of a multisectoral approach to the development and implementation of the international biodiversity agenda;

        (c)   Continuing work on a report on drylands by some 16 United Nations entities, to be completed in 2011. The report's premise is that, in modern times, drylands in poor countries have tended to be what it terms "investment deserts", in which the area's environmental challenges, such as aridity and climate variability, have been exacerbated by chronic underinvestment. Where this constraint has not been encountered, such as in the drylands of some richer countries, sustained levels of investment have supported enhanced productivity and higher incomes. Such continuing economic development provides the surest foundation for managing risk (the economic consequences of environmental variability), by taking advantage of new or emerging opportunities and adapting to the possible negative impacts of climate change;

        (d)   Continuing work on a report on the green economy by some 32 United Nations entities, to be completed in 2011. Conceptual issues related to the notion of the green economy will be clarified in the report, which will also propose a common vision and goals, provide an assessment of the experience gathered by Environment Management Group members in supporting the transition to a green economy, identify key policy issues, opportunities and risks, consider the issue from a multisectoral perspective, and identify areas for further work and partnership. The report will highlight how particular United Nations entities can assist countries in responding to the issue and its associated challenges;

(e)   Response to the invitation by the Governing Council of UNEP to the Environment Management Group to contribute to the work of the Consultative Group of Ministers or High-Level Representatives on International Environmental Governance. Acting in their individual capacity, Environment Management Group members have provided inputs to and commented on draft documents for meetings of the Consultative Group. Members also participated in the Consultative Group meetings held in July 2010 in Nairobi and in November 2010 in Helsinki. A draft note entitled "Environment in the UN system" has been prepared by the Executive Director of UNEP in close cooperation with members of the Group;

(f)   A consultative process on environmental and social safeguards, which has assessed possible conceptual frameworks that could provide a balanced approach to the challenge of cross-cutting environmental and social issues, flexibility and accountability. One possible conceptual framework builds on international good practices and links common value-based principles and universal procedures with decision-making and technical guidance at the agency level. A flow chart of the conceptual framework may be viewed on the Environment Management Group website at www.unemg.org.

Annex

Report of the Environment Management Group

1.   By decision SS.XI/3 of 26 February 2010, the UNEP Governing Council/Global Ministerial Forum considered the report by the Executive Director on the work of the Environment Management Group and welcomed the Group's progress in facilitating cooperation across the United Nations system to assist Member States in implementing the environmental agenda. The Group was encouraged to continue its cooperation, including by working with the United Nations System Chief Executives Board for Coordination and its subsidiary bodies in enhancing the work at that time being undertaken by the Group.

2.   The sixteenth meeting of the senior officials of the Environment Management Group was held in New York on 21 September 2010, during the sixty-fifth session of the General Assembly. The meeting was hosted by the United Nations Department of Social and Economic Affairs and co-chaired by Mr. Achim Steiner, Executive Director of UNEP and Chair of the Environment Management Group, and Mr. Sha Zukang, Under-Secretary-General for Social and Economic Affairs. A number of Group members echoed the views expressed by the co-chairs regarding the renewed sprit of cooperation in the Group, and noted the added value that the Group's work was bringing to the United Nations system.

3.   The present report outlines the progress made in implementing the Group's workplan. The workplan is implemented through issue management groups, which are set up for limited periods, and associated consultative processes. The report also reviews recent decisions of the Group's senior officials, including their approval of the workplan for the period 2011–2012.[3] The structure of the present report follows the expected accomplishments of the workplan, namely: first, enhanced coherence in programming environmental activities in the United Nations system, including with a view to mainstreaming environmental concerns into sectoral programmes; second, enhanced sustainability of policies, management practices and operations in the United Nations system; and third, strengthened cooperation in setting a common agenda, implementing joint initiatives and reporting on progress.

A.   **Enhanced coherence in programming environmental activities in the United Nations system, including mainstreaming environmental concerns into sectoral programmes**

4.   By its decision SS.XI/3, the UNEP Governing Council encouraged the Group to continue its cooperation in programming environmental activities in the United Nations system in the areas of biodiversity, land degradation and green economy, including by supporting the implementation of the strategic plans of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa,[4] and the Convention on Biological Diversity, including the post-2010 biodiversity targets, and by assessing how the United Nations system could more coherently assist countries in making the transition to a green economy.

5.   At their sixteenth meeting, the Group's senior officials expressed the view that the United Nations system should provide substantive inputs to the United Nations Conference on Sustainable Development in a coordinated fashion, including by making use of the Group. Work by the Group on the green economy was seen as a promising initiative in that regard. The key role that the Group could play in mobilizing the combined environmental competence and capacity of the United Nations system to support both agenda-setting (i.e., upstream) activities and implementation and reporting (downstream) under the multilateral environmental agreements was stressed.

6.   The Group's senior officials expressed the view that the Group should maintain a time-bound and results-oriented approach to tackling key issues on the intergovernmental environmental agenda. The Group is playing an increasingly important role in demonstrating the combined environmental capacities and potential of the United Nations system: its own issue-based portfolio forms part of the very far-reaching range of environmental activities undertaken across the United Nations system.

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3   See the report of the sixteenth meeting of the Environment Management Group senior officials meeting, available on the Group's website at www.unemg.org.

4   ICCD/COP(8)/16/Add.1.

1. **Cooperation on contribution to the biodiversity agenda**

(a) **Progress report**

7.   In 2010, the year proclaimed by the General Assembly as the International Year of Biodiversity, the parties to the Convention on Biological Diversity concluded a review of progress made towards the achievement of the Convention's strategic plan and the 2010 biodiversity targets. In the light of this review, the parties embarked on an extensive revision of the strategic plan and biodiversity targets.

8.   In late 2008 the President of the Conference of the Parties to the Convention, together with the Convention's Executive Secretary and the Executive Director of UNEP in his capacity as chair of the Environment Management Group, had invited the Group to contribute to this review. Following discussions with the Group members it was agreed to initiate a forward-looking process to solicit inputs from the United Nations system to the post-2010 biodiversity agenda. This initiative was to be harmonized with the intergovernmental strategic and target-setting process under the Convention and was intended to ensure that due account was taken in that process of the interaction in various sectors of the United Nations system between policy and biodiversity.

9.   An issue management group and a writing team meeting were hosted respectively by the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Food and Agriculture Organization of the United Nations (FAO) in 2009. A preliminary draft report was made available as an information document to the Subsidiary Body on Scientific, Technical and Technological Advice of the Convention on Biological Diversity at it fourteenth meeting and the Ad Hoc Open-ended Working Group on Review of the Implementation of the Convention at its third meeting, in May 2010. The report was concluded at a virtual meeting of the Issue Management Group in July 2010, together with a statement by the executive heads of the Group's member organizations, and these were subsequently submitted for approval by heads of agencies through a note by the Chair issued on 10 September 2010. The report, which is entitled "Advancing the biodiversity agenda – a UN system-wide contribution" (available on the Group's website at www.unemg.org), with contributions from 27 United Nations entities, was submitted to the Conference of Parties to the Convention on Biological Diversity at its tenth meeting, in October 2010.

10.   The report considers why biodiversity matters to particular policy sectors and how those sectors can help maintain biodiversity and ecosystem services. The executive heads of United Nations agencies, in their statement, expressed their conviction that the protection and enhancement of human well-being – as it related to health, material needs, good social relations and security – represented a common imperative for the entire United Nations system, and that efforts to protect biodiversity could also help safeguard human well-being. They also acknowledged that biodiversity considerations should be mainstreamed into sectoral policies and strategies, and that attention should be drawn to such issues as the tendency for institutions in sectoralized societies to become increasingly isolated, forming what might be termed "institutional silos", the failure of markets to internalize the value of ecosystem services, and the demanding trade-offs between various interests and concerns in society.

11.   The statement also represents a commitment by the agency heads to identify opportunities for cooperation in mainstreaming biodiversity into the policy sectors that fall within the respective mandates of their organizations. The executive heads also stated their commitment to continue cooperation under the Environment Management Group's auspices, with a view to demonstrating the merits of a multisectoral approach to the development and implementation of the international biodiversity agenda.

12.   Accordingly, the statement affirms that opportunities for improved mainstreaming exist and that public institutions, such as the United Nations, can establish an enabling framework for actions by the private sector, households and individuals. The foundations for a new, multisectoral paradigm for cooperation are sketched out in the report. The report, however, is not so much the end of the process as a milestone in an unprecedented undertaking by the United Nations system to join forces in supporting the implementation of the biodiversity agenda, in accordance with the system-wide "Delivering as one" initiative.

(b) **Directions for further work**

13.   At their sixteenth meeting, the Environment Management Group's senior officials agreed to extend the mandate of the issue management group on biodiversity for a further two years, to implement the biodiversity component of the Group workplan for 2011–2012, with a view, in particular, to:

(a)   Implementing the findings of the report "Advancing the biodiversity agenda – a UN system-wide contribution", and the statement by the executive heads of the Group's member organizations;

(b)   Responding to any requests made to it by the General Assembly at its high-level meeting as a contribution to the International Year of Biodiversity and the Conference of the Parties to the Convention on Biological Diversity at its tenth meeting, or emerging during the preparatory process for the United Nations Conference on Sustainable Development.

14.   Following the senior officials' sixteenth meeting, the statement by the executive heads of the member organizations of the Environment Management Group was made available to the General Assembly at its high-level meeting as a contribution to the International Year of Biodiversity, on 22 September 2010. The report was then submitted for information purposes to the Conference of the Parties to the Convention on Biological Diversity at its tenth meeting and launched on 28 October 2010, at a side event held during the high-level segment of that meeting. In three of its decisions, the Conference of the Parties subsequently welcomed the report and, in general, the contribution of the Group and invited the Group to continue its contribution in response to those decisions.[5]

2.   Cooperation on land issues

(a)   Progress report

15.   At their fifteenth meeting, the Group's senior officials established an issue management group on land, set up for a period of two years and comprising 15 members from United Nations entities and a selected number of experts. Its purpose was to propose modalities for a United Nations system-wide contribution to implementation of the 10-year strategic plan of the Convention to Combat Desertification. This included preparation of a United Nations system-wide rapid response report on drylands and options for a coherent United Nations system-wide contribution to land challenges, along with implementation of the Convention's 10-year strategic plan.

16.   A side event was held on 30 September 2009 during the ninth session of the Conference of the Parties to the Convention to Combat Desertification, in Buenos Aires, to familiarize member States with the decision of the Environment Management Group and to seek their guidance and support in the work of the issue management group. Subsequently, the issue management group held one meeting in 2009, hosted by the Convention to Combat Desertification, and then continued preparation of its contribution via a web-based tool. A draft report, provisionally entitled "Global drylands: a UN response", is under final review by the issue management group's writing team prior to its submission to the group at its second meeting for comment and approval.

17.   The report is not intended to be prescriptive. It builds on the existing knowledge, science and experience of member agencies, focusing on the positive aspects – economic, social, institutional and environmental – of drylands. It highlights the importance of global drylands to key issues on the global agenda: climate change, food security and human settlements, together with options for action. The report's premise is that, in modern times, drylands in poor countries have tended to be what it terms "investment deserts", in which the area's environmental challenges, such as aridity and climate variability, exacerbated by chronic under-investment. Where this constraint has not been encountered, such as in the drylands in some richer countries, sustained levels of investment have supported enhanced productivity and higher incomes. Such continuing economic development provides the surest foundation for managing risk (the economic consequences of environmental variability), by taking advantage of new or emerging opportunities and adapting to the possible negative impacts of climate change. The technologies for such a transition are available, so the task at hand is one of identifying and overcoming the barriers to a re-capitalization of drylands in poor countries. The United Nations system can serve as a catalyst in bringing this about. The report sets out a common vision and agenda for system-wide action on drylands management, tackling climate change and food security through a positive approach, focusing on drylands development and investment.

(b)   Directions for further work

18.   At their sixteenth meeting, by their decision 2 on the current work of the issue management group on land, the senior officials welcomed the group's progress and requested that the draft report on drylands should be circulated to the wider Environment Management Group for its approval. They also requested the issue management group to continue its efforts with a view to preparing a common

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5   Decisions X/2, on the Strategic Plan for Biodiversity 2011–2020; X/20, on cooperation with other conventions and international organizations and initiatives; and X/8, on the United Nations Decade on Biodiversity 2011–2020.

United Nations agenda for action on drylands and exploring ideas for linkages with other land-related issues by building on the findings of the group's report.

19. The issue management group is finalizing its report and a statement on land by the heads of Environment Management Group member organizations. It is also devising follow-up actions in response to the decision by the senior officials at their sixteenth meeting. In the second year of its operation, the issue management group will prepare a road map and a joint agenda for action and will report on the final outcome of its work to the senior officials at their seventeenth meeting, in 2011. It is planned to launch the report during the ninth meeting of the Committee for the Review of the Implementation of the Convention under the Convention to Combat Desertification and the second meeting of the Committee on Science and Technology, to be held in Bonn, Germany, in February 2011.

3. Cooperation on the green economy

(a) Progress report

20. At its fifteenth meeting, in September 2009, the Environment Management Group senior officials agreed to assess how the United Nations system could more coherently support countries in making the transition to a green economy, to work on joint and consistent messaging on measures needed to support the transition, and to develop terms of reference, a process, a budget and a time frame for an issue management group on the green economy to tackle this issue. The terms of reference of the issue management group were subsequently developed by Environment Management Group members with support from the secretariat.[6]

21. The first meeting of the issue management group, organized by the World Bank and the International Monetary Fund in March 2010, afforded an opportunity to illuminate past and planned activities related to the green economy under way across the United Nations system, including the Bretton Woods institutions, and to identify potential complementarities with existing intergovernmental and inter-agency processes. It also provided a forum for discussion and convergence on key conceptual issues related to the notion of a green economy, and undertook an initial discussion on the preparation of the report called for in the terms of reference of the issue management group, which stipulates the need for a focused and forward-looking inter-agency assessment report on the United Nations system and the green economy analysing where and how the expertise of the different agencies, funds and programmes of the United Nations system could contribute to supporting countries in the transition to a green low-carbon economy.

22. Following two subsequent meetings held by teleconference, the outline of a draft interim report was further refined and this most recent version, which is to serve as an input to the preparatory process of the United Nations Conference on Sustainable Development, is set out in the appendix to the present report. Some 32 organizations are working together to contribute their respective expertise and experience to this draft.

23. The issue management group's report will highlight key policy issues, and will also indicate how specific United Nations bodies can assist countries in responding to those issues. Conceptual issues related to the notion of a green economy will be clarified in the report, which will also propose a common vision and goals, provide an assessment of the experience gathered by members of the Environment Management Group in supporting the transition to a green economy, identify key policy issues, opportunities and risks, consider the issue from a multisectoral perspective, and identify areas for further work and partnership. It will complement reports already available or under preparation, including, for example, the UNEP green economy report, as described above.

(b) Directions for further work

24. At their sixteenth meeting, the Environment Management Group senior officials emphasized that the Group should strive to ensure a high quality report on the green economy, which would be of assistance to the United Nations system, to Member States and, in particular, to the preparatory process for the United Nations Conference on Sustainable Development in 2012. The Group brings together expertise from the entire United Nations family and is well positioned to assist Governments in their efforts to explore the notion of a green economy in the context of poverty alleviation and sustainable development.

25. Some Group members stressed that the notion of the green economy should not be a fixed approach, but should be flexible and evolving. They expressed the view that transition to a green economy could even serve as a bridge across the North-South divide. To date, no country has been

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6 The terms of reference are available at www.unemg.org/greeneconomy.

able to achieve an economy that is totally green, but many countries have incorporated green elements in their economies. Attention was drawn to successful initiatives, such as the far-reaching initiative on lead, referred to as a "quiet revolution", which saved millions of lives and contributed to human-well being, green jobs and better health. Links could be forged with a number of other current initiatives, such as to quantify the health benefits of green economy initiatives. The senior officials felt that future efforts should concentrate on identifying the essential elements of a green economy, such as management efficiency, low-carbon emissions and the creation of green jobs, and seek to analyse the benefits, costs and risks of those elements.

26.   At their sixteenth meeting, the senior officials welcomed the progress made by the time-bound issue management group on promotion of the green economy and requested it to submit a progress report for the information of participants at the first intersessional meeting for the United Nations Conference on Sustainable Development, on 10 and 11 January 2011, which has been posted on the Environment Management Group website, and to circulate the final draft of the issue management group's report to all Group members for their consideration prior to the second intersessional meeting, on 14 and 15 November 2011. An outline of the report is set out in the appendix to the present report and is also available on the Environment Management Group website at www.unemg.org.

4.   Consultations on international environmental governance

(a)   Progress report

27.   At its eleventh special session, held in Bali, Indonesia, from 24 to 26 February 2010, the UNEP Governing Council/Global Ministerial Environment Forum established a regionally representative, consultative group of ministers or high-level representatives to consider the broader reform of the international environmental governance system. The Council decided that the group would also comprise high-level representatives of relevant United Nations agencies, designated through the Environment Management Group. The chair of the Environment Management Group sought the cooperation of Group's members in designating a high-level representative from their organization. In all, 14 agencies have submitted nominations.

28.   The Council also requested the Executive Director of UNEP, in his capacity as chair of the Environment Management Group, to invite the United Nations system to provide input to the consultative group, including by assessing gaps, needs and considerations related to how the system was currently achieving the identified objectives and functions for international environmental governance. Members were invited to provide their inputs, and also to comment on a preliminary draft information note on environment in the United Nations system. This draft note was prepared in response to calls from several Governments for an overview of environmental activities in the Unite Nations system, on the understanding that it would subsequently be reviewed by Environment Management Group members. Members were also invited to submit data on financial flows related to international environmental governance.

29.   A consultative meeting was held on the issue during the first session of the Preparatory Committee for the United Nations Conference on Sustainable Development, held from 17 to 19 May 2010 in New York. Thanks to their close engagement, participants developed a substantially revised version of the information note on environment in the United Nations system, which was submitted to the Consultative Group of Ministers or High-level Representatives on International Environmental Governance at its first meeting, held in Nairobi from 7 to 9 July 2010. At that meeting, Environment Management Group members also commented on a set of options for broader reform presented to the consultative group.

(b)   Directions for further work

30.   At their sixteenth meeting, the Environment Management Group senior officials welcomed the opportunity provided to the Group's member agencies to contribute to the UNEP report on environment in the United Nations system and the work of the Consultative Group of Ministers or High-level Representatives on International Environmental Governance. The report has undergone four rounds of reviews by the Environment Management Group and is available on the Group's website. It includes factual information on the way in which environmental issues are dealt with by the United Nations system. The idea of preparing a shorter report on environment in the United Nations was also discussed, but no conclusion was reached, as there were differing views as to the content and purpose of such a paper.

31.   The senior officials noted that the current discussions on the reform of international environmental governance could have implications for all Group members and that it was therefore important to facilitate the involvement of United Nations entities and their governing bodies at relevant stages of the reform process. While the senior officials welcomed the invitation by the UNEP

Governing Council to contribute to the reform process, it was generally felt that the Group should await specific requests for information from the intergovernmental reform process, before engaging in collective action.

B. Enhanced sustainability of policies, management practices and operations in the United Nations system

32.   The Group has contributed significantly to efforts to encourage the adoption of sustainable approaches to policies, management practices and operations in the United Nations system, including the implementation of the United Nations climate-neutral strategy. Work carried out under the Group's auspices has centred on quantifying and reducing the climate footprint from internal operations, and on introducing sustainable management approaches into the United Nations system, while sharing tools and lessons learned with organizations outside the Organization.

33.   At their sixteenth meeting, in September 2010, the senior officials stated their view that the United Nations Conference on Sustainable Development in 2012 would afford an opportunity to demonstrate how the United Nations could apply the internationally agreed norms set out in the multilateral environmental agreements and pursue other internationally agreed goals, targets and standards. Some senior officials pointed out that measures to apply such standards internally in the United Nations system could have significant cost implications.

34.   Note was taken of Member States' views on such issues as the promotion of sustainable procurement in the United Nations system. As observed by the senior officials, the United Nations had demonstrated that sustainable measures could be implemented in a way which enhanced the comparative advantage of suppliers in developing countries. One example cited of such sustainable practices was the use of local contractors in building new and green office facilities in the United Nations Office at Nairobi.

35.   In general, the senior officials favoured a structured, cooperative and flexible approach, in terms of both application and time line, to the promotion of internal sustainability in the United Nations system, supported with the necessary resources from each member of the Environment Management Group. The work already under way on sustainable management and environmental and social safeguards was seen as constituting a foundation for efforts to advance the internal sustainability agenda in the United Nations system at the level of policy, operations and management.

36.   This work has also been reviewed by the Joint Inspection Unit (JIU), as set out in its report JIU/REP/2010/1, and by the Office for Internal Oversight Services (OIOS), in its report IED 09-002. Both JIU and OIOS recognized the importance of this effort for the efficiency and credibility of organizations in the United Nations system and commended the progress achieved in this area with the support of the Environment Management Group. JIU and OIOS also made recommendations to the General Assembly, the Secretary-General and the heads of United Nations organizations on ways of further supporting and strengthening this effort.

1. Consultations on environmental and social safeguards in the United Nations system

(a) Progress report

37.   At their sixteenth meeting, the Environment Management Group senior officials requested the chair of the Group to prepare, in consultation with Group members, the United Nations Development Group and the High-level Committee on Management, for consideration by the Group, a report on options for the development of a possible United Nations system-wide approach to environmental and social safeguards based on a review of existing polices and guidelines.

38.   The Group secretariat has invited its members to contribute to a consultative process on safeguards through the development of terms of reference, interviews with member agencies and a desk study on the application of environmental and social safeguards in the United Nations system. A workshop on safeguards was hosted by the World Bank, on 24 June 2010, which considered the main opportunities and challenges related to environmental and social safeguards in the United Nations system. Participants agreed on a process for preparing an approach to safeguards in the United Nations, including by establishing a drafting group.

39.   A number of normative instruments have been developed to enhance environmental and social performance. Examples include the norms and standards of the United Nations Global Compact principles, the Equator Principles, international human rights treaties, multilateral environmental agreements and other international agreements such as the United Nations Millennium Declaration, the Rio Declaration on Environment and Development and the Platform for Action of the Fourth World Conference on Women. In addition, there are international agreements that promote cooperation and

coordination, such as the outcomes of the 2005 High-level Plenary Meeting of the sixtieth session of the General Assembly, the "Delivering as one" initiative and the Paris Declaration on Aid Effectiveness.

40.   In the context of emerging international and national legislation on strategic environmental and social impact assessments in both developed and developing countries, it is incumbent on the United Nations to follow a more transparent and systematic approach to its environmental and social management procedures. In a recent report on the environmental profile of the United Nations System organizations (JIU/REP/2010/1) JIU pointed out that there is no single, institutional strategy for the application of environmental and social norms and standards across United Nations agencies. The principal constraints that have been identified include, first, the excessive number of competing guidelines and frameworks; second, the inadequacy of incentives and internal compliance measures; and third, the lack of leadership and institutional commitment.

41.   Participants at the first consultative workshop under the Environment Management Group agreed that a common United Nations-wide framework for environmental and social safeguards would:

        (a)   Provide a coherent, focused set of principles and minimum expectations for United Nations-supported initiatives, with enough flexibility to fit respective operational challenges;

        (b)   Strengthen organizational incentives to develop the necessary skills and expertise in support of the application of safeguards, thereby improving environmental and social performance;

        (c)   Provide common reference points and terminology for United Nations staff and for country partners and thereby reduce the number and complexity of the different agency procedures at the country level;

        (d)   Strengthen monitoring and evaluation processes and enable participants in the system to share knowledge, learn together and improve their skills in a more systematic manner;

        (e)   Demonstrate to donors and other stakeholders that the United Nations has a credible, transparent and coherent approach, built on international good practices, and improve the Organization's ability to deliver resources to countries.

42.   Participants also identified challenges that had to be met in efforts to identify a common approach to environmental and social safeguards, such as:

        (a)   *How to choose and structure the standards for common safeguards*: there is a vast range of potential negative social and environmental impacts across the various areas of the work performed by the United Nations. A common safeguard system will need to apply a risk management approach designed both to identify these potential negative impacts and to screen for any critical opportunities that might be created;

        (b)   *How to develop standard terminology*: there are fundamental differences in how key terms are used. For example, the notion of "assessment" is treated as a principle in the Equator Principles, a standard by the International Finance Corporation, and a policy by the World Bank;

        (c)   How to ensure the consistent application of safeguards: anecdotal reports and evidence suggest that the way in which safeguard measures are used varies widely. To be effective, safeguards require a strong and continuing commitment by the institutions concerned to support and monitor implementation and, where necessary, to follow up with corrective action. Compliance, reporting, training and learning measures are essential. It is necessary to determine, however, which are common to the entire system and which are applicable only to specific agencies;

        (d)   How to use national systems: in the spirit of the Paris Declaration, a common approach would have to consider when and how to use national screening and assessment procedures and standards in lieu of agreed United Nations system safeguards. While the tailoring of procedures to specific country contexts is an established principle of United Nations cooperation, too much flexibility could contribute to problems in the areas of accountability, performance and public opinion;

        (e)   How to ensure strong political will and leadership: a coordinated effort to develop and apply safeguards will require endorsement of the safeguards of all participating organizations and engagement with their governing bodies.

43.   The drafting group on environmental and social safeguards has assessed possible conceptual frameworks that could provide a balanced approach to the challenge of cross-cutting environmental and social issues, flexibility and accountability. One possible conceptual framework builds on international good practice and links common value-based principles and universal procedures with

decision-making and technical guidance at the agency level. A flow chart of the conceptual framework may be found on the Environment Management Group website, at the address www.unemg.org. The next steps will be to finalize the gap analysis, in order to validate and refine the conceptual safeguards framework. The objective is to identify common principles and procedures and technical guidance that potentially could be used to develop the framework.

(b)   Directions for further work

44.   At their sixteenth meeting, the Environment Management Group senior officials welcomed the progress made by the Chair of the Group in the consultations on options for the development of a possible United Nations system-wide approach to environmental and social safeguards. They noted that the work on sustainable management in the United Nations represented a subset of the sustainability issue under consideration, and that that subset was complemented by other sustainability considerations such as those related to internal United Nations policies and operations. The consultations on safeguards could explore how a systematic and coordinated approach to the establishment of common policies and practices to sustainable management, including social and environmental safeguards, across the entire United Nations system – what may be termed a "sustainable United Nations" approach – could be presented at the United Nations Conference on Sustainable Development in 2012. One member informed the Group that his agency had embarked upon a two-year process to review its 20 years of experience with safeguards.

45.   Any United Nations agency would have to tailor its baselines and minimum standards to the real circumstances in which it operated. At their sixteenth meeting, the senior officials laid strong emphasis on the need for flexibility in the application of approaches and time lines, as United Nations agencies operated in very different contexts, with activities ranging from peacekeeping, humanitarian and development assistance and lending, to the facilitation of science and policy development in international cooperation. The consultative process needs to identify how the environmental competence possessed by the Environment Management Group members can be complemented by the necessary competence in the social dimensions of safeguards. Further progress will depend on the ability of members of the Environment Management Group to participate actively in that endeavour and to share information on their current environmental and social priorities and practices.

46.   Recognizing the complexity of the issue before them, the senior officials requested the Chair to continue to facilitate the consultative process in close cooperation with the issue management group on sustainable management with view to:

        (a)   Finalizing the mapping exercise and gap analysis and refining the conceptual framework for environmental and social safeguards; and

        (b)   Preparing options for a coherent United Nations system-wide approach to environmental and social safeguards, including a possible input on the "sustainable United Nations" approach, for consideration at the United Nations Conference on Sustainable Development.

2.   Coherent approach to sustainable management in the United Nations system

(a)   Progress report

47.   In its decision SS.XI/3, the UNEP Governing Council encouraged the Environment Management Group to continue its cooperation in enhancing the promotion of sustainable management practices in the United Nations system, including by making further progress towards climate neutrality and sustainable procurement. In doing so, the Group was encouraged to work with the Chief Executives Board and its subsidiary bodies.

48.   The first common greenhouse gas inventory for the United Nations system was released at the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in Copenhagen in December 2009, in the report entitled "Moving towards a climate-neutral UN". The report includes inventories from 49 United Nations organizations and reviews their emission reduction efforts to date. The total climate footprint of the United Nations system in 2008 was estimated at 1.7 million tons of carbon-dioxide equivalent. The report is available online at www.greeningtheblue.org/resources/climate-neutrality. The second annual report, reflecting greenhouse-gas emissions in 2009, is scheduled to published in February 2011.

49.   An improved system has been developed for the online reporting of greenhouse-gas emission inventories. All United Nations organizations represented on the issue management group on sustainability management have initiated work to develop specific emission reduction strategies with defined emission reduction targets and time lines for specific emission reduction activities. The target is to have these endorsed or adopted by relevant governing bodies in each organization before the end of 2011.

50.   Guidelines for sustainable travel, climate-friendly buildings and offices, energy-efficient buildings, distance work and sustainable procurement, along with an overview guide to greenhouse-gas emission reductions in United Nations organizations, have been prepared. A help desk has been set up to support United Nations organizations in their work to prepare their annual greenhouse-gas inventories and emission reduction plans.

51.   Forty case studies have been compiled and posted on the "Greening the Blue" communication platform (see below), showcasing projects mounted by various United Nations organizations with the aim of reducing the Organization's climate footprint and improving its sustainability. Where United Nations construction projects are concerned, this includes a number of demonstration projects with strong sustainability features, such as the Capital Master Plan in New York, the construction of an environmentally friendly "One United Nations" house in Hanoi, and the new office facility at the United Nations Office at Nairobi, and also the formation of a "green lease" association among United Nations tenants in buildings outside the United Nations compound in New York.

52.   Official travel represents a major source of greenhouse-gas emissions in the United Nations, accounting for approximately half of the system's total climate footprint. A guide to sustainable travel in the United Nations has been prepared. Under the Sustainable United Nations programme, work is under way with the Inter-Agency Travel Network on reviewing current United Nations travel guidelines, with a view to including sustainability considerations wherever appropriate.

53.   Greenhouse-gas emissions from buildings also constitute a large share of the Organization's climate footprint, given that the United Nations is present in more than 500 locations worldwide. Most United Nations buildings have been operating for many years and are in need of renovation to improve their energy efficiency and overall sustainability. The Sustainable Facilities Management Working Group, supported by the Sustainable United Nations programme, was established within the inter-agency network of facility managers in March 2010 to tackle some of these issues. United Nations facility managers need additional resources, however, to assess, understand and implement necessary building upgrades to ensure the systematic improvement of United Nations buildings across the world.

54.   A new common communication platform, known as "Greening the Blue" (www.greeningtheblue.org), has been established for internal and external communications on climate neutrality and sustainability management in the United Nations. A draft guide has been prepared for the procurement of offsets in United Nations organizations, which provides technical guidance on this area of procurement and on the minimum criteria which offsetting should fulfil. A policy recommendation is being developed for the Environment Management Group on how offsetting should be implemented in each United Nations organization, in line with the recommendations of the United Nations climate-neutral strategy. Five sets of guidelines for the sustainable procurement of specific products and services, on information technology, cleaning, stationery, furniture and toner cartridges, have been prepared and may be consulted on the website. Another three sets of guidelines will be developed in 2010, on vehicles, catering and generators. In addition, some 120 staff members have been trained in sustainable procurement practices at six training events.

55.   The issue management group on sustainability management, in cooperation with the network on procurement under the High-level Committee on Management and with support from the Sustainable United Nations programme, are exploring best practices for sustainable procurement. Further work in this area includes the documentation of case studies, supporting related discussions in the General Assembly and other concerned bodies with facts and figures about sustainable procurement, assessment of the impact of sustainable procurement in different markets, raising awareness of the role and potential of sustainable procurement and the continued development and testing of sustainable procurement tools.

56.   The issue management group has initiated work to develop a proposal and recommendation on how to approach sustainable management systems in the United Nations, supported wherever possible by relevant enterprise resource planning systems. A key partner in this effort is the United Nations enterprise resource planning project known as "Umoja".[7] The recommendation is expected to be ready for the Environment Management Group at its seventeenth meeting, in September 2011.

57.   In mid-2009, OIOS issued its report on the implementation by the Environmental Management Group secretariat of the Secretary-General's commitment to move the United Nations towards climate neutrality (IED-09-002), setting out specific recommendations to UNEP, the Secretary-General and the Secretariat on ways of strengthening implementation of the United Nations climate-neutral strategy. This was followed, in early 2010, of a report by JIU on the environmental profile of the

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7   "Unity" in Kiswahili.

United Nations system organizations (JIU/REP/2010/1), setting out 12 recommendations to the General Assembly, the Secretariat and the executive heads of United Nations system organizations. The two reports complement current efforts by the United Nations system, but also highlight the critical need for a more formal and systematic framework that would constitute an integrated in-house environmental management system. The issue management group has provided comments on the JIU report to the secretariat of the Chief Executives Board. In turn, the Chief Executives Board secretariat has prepared a note by the Secretary-General to the General Assembly, setting out his comments and those of the Board.

(b) Directions for further work

58. At their sixteenth meeting, in September 2010, the Environment Management Group senior officials welcomed the progress by the time-bound issue management group on sustainability management and the recent attention given to this issue by JIU in its report on the environmental profile of the United Nations system organizations referred to above.

59. The guidance and results available on the "Greening the Blue" website were welcomed. Several senior officials drew attention to the issue of financing the climate neutrality strategy and others argued that priority should be given to emissions reduction rather than offsetting greenhouse gas emissions. They also discussed payment options for offsetting greenhouse gas emissions, taking into consideration that 56 per cent all such emissions in the United Nations come from peacekeeping operations. It was felt that such approaches need to factor in the Financial Regulations and Rules of the United Nations, the possibility of rising carbon prices and the various mandates, existing policies and political sensitivities of member agencies. The question of promoting sustainable procurement in the United Nations system has been considered by the Fifth Committee of the General Assembly and the UNEP Governing Council. Senior officials agreed that there was a need for flexible ambition levels, timelines and labelling and welcomed the proposal to develop a strategic plan for sustainable management in the United Nations system.

60. Given the continuing nature of the work of the issue management group, the Environment Management Group decided at its sixteenth meeting to extend its operation until the end of 2012. In view of the need to anchor sustainable management in intergovernmental processes and in the internal management and operational structures of the United Nations system, the senior officials requested the issue management group to prepare a strategic plan for sustainable management in the United Nations system by September 2011, which should include:

(a) Modalities for a regular integrated process for greenhouse gas inventories and, where possible, sustainability reporting, with appropriate linkages to enterprise resource planning systems;

(b) Cooperation on a common approach for emission reductions in the United Nations system, through the preparation of emission reduction plans for United Nations system organizations and work with relevant inter-agency networks, including the networks on travel, facilities management, procurement and information and communications technology, on how relevant management policies may be applied or adapted in support of sustainable management;

(c) Modalities for implementing the greenhouse-gas offsetting part of the United Nations climate-neutral strategy;

(d) Approaches to the maintenance of inventories, reporting, communication, joint training, resource development and investments in sustainable management;

(e) Continued support for promoting sustainable procurement practices in the United Nations system and documenting the benefits of such approaches to member States;

(f) Urgent preparation of a common communications strategy on sustainable procurement for the United Nations;

(g) Possible input with regard to the promotion of a sustainable United Nations to the United Nations Conference on Sustainable Development.

C. Strengthened cooperation in setting a common agenda, implementing joint initiatives and reporting on progress

61. Following the fifteenth meeting of the senior officials of the Environment Management Group, at which the senior officials adopted the Group's first annual workplan for 2010, at their sixteenth meeting the senior officials approved a biannual workplan for the period 2011–2012. They agreed that the workplan should be given a two-year horizon, in other words, that it should serve as a plan for the period 2011–2012, but that the Group should continue to approve the plan annually. The adoption of

this approach was prompted by the need to capture activities which have a longer timespan than one year.

62.   The plan provides an overview of activities and milestones over the next 24 months. It is organized according to three main expected accomplishments, articulated by their programmatic, management and operational issues, and also to overall cooperation. At their sixteenth meeting, the senior officials approved the two-year workplan on the understanding that it would be implemented on the basis of in kind contributions from Group members and that it would be subject to the availability of resources.[8] The Group's secretariat was also encouraged to continue and, wherever relevant, expand the use of video, web and teleconference facilities for meetings.

63.   The senior officials also welcomed the opportunity to inform the UNEP Governing Council, and through the Council the General Assembly, of the Group's work. They expressed appreciation for the guidance received from Governing Council/Global Ministerial Environment Forum at its eleventh special session and requested the Chair to continue the practice of reporting on the work of the Group to the Council and to explore modalities by which the Group's full report could also be made available to the General Assembly. In its resolution in its resolution 58/209 of 23 December 2003, the General Assembly requested that the reports on the work of the Environment Management Group should be made available to it at its next session through the Governing Council of UNEP.

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[8]   For more information on the workplan, see the report of the sixteenth meeting of the Environment Management Group senior officials, available on the Group's website at www.unemg.org.

Appendix

Outline of the report of the issue management group on a green economy on supporting the transition to a green economy

Section title	Lead institution	Supporting institutions
Executive summary	Environment Management Group secretariat	Section lead authors
Introduction	Environment Management Group secretariat	Environment Management Group members
Chapter I: Concepts and institutions		
1. Conceptual issues: key elements and rationale for moving towards a green economy	United Nations Environment Programme	Convention on Biological Diversity, Inter-American Development Bank, International Labour Organization, Office of the United Nations High Commissioner for Human Rights, United Nations Conference on Trade and Development, United Nations Convention to Combat Desertification, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization, United Nations Framework Convention on Climate Change, United Nations Industrial Development Organization, World Health Organization, World Meteorological Organization
2. United Nations system and Bretton Woods institutions and green economy	Environment Management Group secretariat World Bank	International Monetary Fund, United Nations Conference on Trade and Development, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United Nations Economic and Social Commission for Western Asia, United Nations Economic Commission for Europe, United Nations Framework Convention on Climate Change, United Nations Industrial Development Organization, World Trade Organization
Chapter II: Policies and measures: key issues, lessons learned and role of the United Nations system and Bretton Woods institutions		
3. Green stimulus package	United Nations Environment Programme	International Civil Aviation Organization, International Labour Organization, International Monetary Fund, Organization for Economic Cooperation and Development, United Nations Conference on Trade and Development, United Nations Economic Commission for Latin America and the Caribbean, World Bank
4. Dynamic growth strategies	United Nations Department of Economic and Social Affairs United Nations Industrial Development Organization	Food and Agriculture Organization of the United Nations, International Labour Organization, United Nations Conference on Trade and Development, United Nations Development Programme
5. Making the green economy work for the poor	United Nations Development Programme	Convention on Biological Diversity, Food and Agriculture Organization of the United Nations, International Labour Organization, Joint United Nations Programme on HIV/AIDS, Office of the United Nations High Commissioner for Human Rights, United Nations Convention to Combat Desertification, United Nations Human Settlements Programme, World Food Programme, World Tourism Organization

6. Full-cost pricing, subsidies and tax reform	International Monetary Fund	Convention on Biological Diversity, Food and Agriculture Organization of the United Nations, International Civil Aviation Organization, International Labour Organization, Office of the United Nations High Commissioner for Human Rights, Organization for Economic Cooperation and Development, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United Nations Economic and Social Commission for Asia and the Pacific, United Nations Economic Commission for Europe, United Nations Economic Commission for Latin America and the Caribbean, United Nations Environment Programme, World Bank, World Trade Organization
7. Regulatory approaches	United Nations Economic Commission for Europe World Trade Organization	Convention on Biological Diversity, Food and Agriculture Organization of the United Nations, International Civil Aviation Organization, International Maritime Organization, Office of the United Nations High Commissioner for Human Rights, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United Nations Economic Commission for Europe, United Nations Educational, Scientific and Cultural Organization, United Nations Industrial Development Organization, World Bank, World Trade Organization
8. Supporting innovation and technology	United Nations Environment Programme	Convention on Biological Diversity, Food and Agriculture Organization of the United Nations, Inter-American Development Bank, International Atomic Energy Agency, International Civil Aviation Organization, International Labour Organization, International Maritime Organization, International Telecommunication Union, Organization for Economic Cooperation and Development, United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization, United Nations Framework Convention on Climate Change, United Nations Industrial Development Organization, World Intellectual Property Organization, World Meteorological Organization, World Bank
9. Social dimensions	United Nations Educational, Scientific and Cultural Organization International Labour Organization	International Atomic Energy Agency, International Labour Organization, Office of the United Nations High Commissioner for Human Rights, Joint United Nations Programme on HIV/AIDS, United Nations Development Programme, World Food Programme, World Health Organization, World Meteorological Organization, World Bank
10. Sustainable trade	United Nations Conference on Trade and Development World Trade Organization	International Trade Centre, United Nations Department of Economic and Social Affairs, United Nations Economic Commission for Latin America and the Caribbean, United Nations Environment Programme, World Bank
Chapter III: Future directions		
11. Indicators of progress, measuring growth and prosperity	United Nations Environment Programme World Bank	Convention on Biological Diversity, Food and Agriculture Organization of the United Nations, Office of the United Nations High Commissioner for Human Rights, Organization for Economic Cooperation and Development, United Nations Department of Economic and Social Affairs, United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization, United Nations Industrial Development Organization

12. Investments for the transition to a green economy	World Bank	Food and Agriculture Organization of the United Nations, Inter-American Development Bank, International Monetary Fund, United Nations Conference on Trade and Development, United Nations Development Programme, United Nations Economic Commission for Europe, United Nations Environment Programme, United Nations Framework Convention on Climate Change, United Nations Industrial Development Organization, World Tourism Organization
13. Different levels of action at the United Nations	United Nations Development Programme	Office of the United Nations High Commissioner for Human Rights, United Nations Department of Economic and Social Affairs, United Nations Economic and Social Commission for Asia and the Pacific, United Nations Economic and Social Commission for Western Asia, United Nations Economic Commission for Europe, United Nations Economic Commission for Latin America and the Caribbean, United Nations Educational, Scientific and Cultural Organization, United Nations Environment Programme, United Nations Human Settlements Programme
14. Conclusions	Environment Management Group secretariat	Environment Management Group members

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