

Organisation Strategy for Denmark's Co-operation with United Nations Environmental Programme (UNEP) (Light version)

2014-2017

1. Objective

The organisation strategy for UNEP forms the basis for the Danish cooperation with and contribution to UNEP, and is the key platform for Denmark's dialogue and partnership with the organisation. It sets up Danish priorities for UNEP's performance within the overall framework of UNEP's own Medium Term Strategy from 2014-17 as for instance on the Sustainable Development Goals (SDG's) and climate change. In addition, it outlines specific goals and results vis-à-vis UNEP that Denmark will pursue in the cooperation with the organisation. Denmark will continue to work closely with other partners, especially other core-donors like Sweden, Finland and Norway as well as EU partners in the efforts to promote specific goals and priorities.

2. About UNEP

UNEP, which was established in 1972, is the lead organisation to coordinate environmental matters within the UN system. As confirmed by the Rio+20 summit, UNEP is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. UNEP produces environmental assessments and analyses, norms, guidelines, and methods for use by stakeholders looking for guidance on how to effectively manage the environment for sustainable development and green economic growth. UNEP's work encompasses:

- Assessing global, regional and national environmental conditions and trends;
- Developing international and national environmental instruments and monitoring mechanisms;
- Strengthening institutions for the wise management of the environment;
- Performing secretariat function for a number of Multilateral Environmental agreements and frameworks, and managing dedicated trust funds.

UNEP's primary focus is on analytical and normative work but the organisation has also increasingly engaged in capacity building and technology support in collaboration with other UN agencies (e.g. UNDP).

To mention some examples of concrete results, UNEP has supported countries to prioritize their climate technology needs and actions as a basis for implementing clean energy policies. UNEP produces the Global Environment Outlook Reports, which assess the state, trends and outlooks of the environment at global, regional and, to a lesser degree, national levels. The reports inform environmental decision-makers and aim to facilitate the interaction between science, practitioners and policy makers. UNEP has acted as the driving force behind the negotiations on a number of Multilateral Environmental Agreements, most recently the Minamata Convention, an international legally binding treaty on mercury, which was formally adopted in October 2013.

Structure and Management

Under the leadership of Executive Director, Achim Steiner (Germany, elected in 2006, has served two four-year terms, mandate extended for two years to June 2016), UNEP is undergoing a institutional reform process in order to make it more efficient, effective, results-focused and well-coordinated. Headquartered in Nairobi, UNEP works in a matrix structure on seven sub-programmes through its divisions, regional, liaison and out-posted offices, plus a growing network of collaborating centres of excellence (see UNEP Organigram, Annex 6). UNEP also hosts several environmental conventions, secretariats and inter-agency coordinating bodies. UNEP is a regionally based organisation, presently six regional offices, and has a strategic presence in a few countries. Following the Rio+20 Conference it has been decided to open five new sub-regional offices in order to strengthen UNEP's regional presence and delivery with the aim to assist countries in the implementation of their environmental policies. UNEP's staff counts approximately 1100. The Executive Director is responsible for the daily management of UNEP.

Most of UNEP's global tasks are carried out from Nairobi, where four of five divisions are situated. The division of Technology, Industry and Economics is located in Paris but there are plans to move the Head of Division to Nairobi in 2016-17 in order to secure a consolidation of corporate leadership and management functions. The consolidation is also supported by the recent appointment of full-time Sub-programme Coordinators who are all located in Nairobi.

As a result of the Rio+20 Conference, the governance structure of UNEP has been reformed. The Governing Council of UNEP now has universal membership and has been renamed United Nations Environmental Assembly (UNEA). It is the global forum for Ministers of Environment and it meets every second year (first meeting was in June 2014) with the aim to take strategic decisions and provide political guidance on global environmental issues. The Committee of Permanent Representatives (CPR) in Nairobi is the subsidiary inter-sessional body of UNEA and is composed of representatives of Member States accredited to UNEP. The CPR meets regularly in different formations as an advisory body to the Executive Director – of highest importance are the Open-ended meetings of the CPR every second year which prepares the UNEA and the Annual Sub-committee meetings.

Work Programme and Budget

UNEP is almost entirely funded by direct, voluntary contributions, largely from Member States. The funds are categorized into three main types: The Environment Fund (non-earmarked funding), earmarked contributions and allocations from the UN Regular Budget.

UNEP's Programme of Work and Budget is decided upon by the UNEA on a biennial basis. In June 2014 UNEA approved the revised PoW and Budget for 2014-15 in the amount of USD 245 million and for 2016-17 in the amount of USD 271 million (both amounts refer to the Environment Fund). Member states were urged to increase voluntary funding to UNEP, and the Executive Director was requested to continue efforts to broaden the donor base.

In 2014-15 UNEP receives USD 34.9 million from the regular UN budget which is a substantial increase in UNEP's share since 1978 and is part of the follow up to the Rio+20 Conference, which underlined the need for increased financial resources for UNEP. At UNEA 1 the UN Secretary General was invited to consider a further increase in allocation from the Regular Budget to UNEP in 2016-17, which is in line with the original submission of the Secretary General for 2014-15 that the Advisory Committee on Administrative and Budgetary Questions (ACABQ) recommended to be phased across the two biennia.

3. Key Strategic Challenges and Opportunities

Relevance and justification of Danish support to UNEP

An important outcome of the Rio+20 conference was to call for a strengthening and upgrading of UNEP comprising universal membership, an increased and more secure and stable flow of financial resources for UNEP, an enhanced voice and role of UNEP as the leading global environmental authority, including a coordinating role to formulate UN system-wide strategies on the environment. The Rio+20 outcome has given further impetus to the internal reforms of UNEP, for example by calling for a consolidation of UNEP's headquarter functions and strengthening its regional presence.

Denmark's support to UNEP contributes to fulfilling the policy recommendations outlined in "The Right to a Better Life", the strategy for Denmark's development assistance, which has a particular focus on green growth. Much of UNEP's recurrent assessment of global environmental conditions has particular relevance for developing countries. In collaboration with other UN agencies UNEP is also involved in the conceptual and practical work on integrating environmental objectives in poverty reduction strategies and building up capacity in developing countries to implement environmental policies and achieve environmental objectives.

Denmark's support to UNEP also contributes to fulfilling the governments overall policy on green transition/green growth and Danish environment policy, especially in relation to Sustainable Consumption and Production (SCP), including the global chemicals and waste policy. UNEP serves as secretariat and administers the trust fund of the 10 Year Framework Programme on SCP (10YFP) - a global framework of action to enhance international cooperation to accelerate the shift towards SCP in both developed and developing countries for example through capacity building and access to technical and financial assistance.

UNEP is furthermore pioneering work on innovative financing with the private sector, for instance through the UNEP Finance Initiative (UNEP FI), targeting the financial sector, and has through its efforts contributed with valuable insights to the discourse on financing for climate as well as wider sustainability issues. Also the UNEP INQUIRY programme is looking into the design of a sustainable financial system, including the identification of policy options in support of financing a green economy. Both these activities are in line with the efforts of the Danish Government to explore innovative financing modalities, at home and abroad, for climate and wider environmental sustainability.

As outlined in Denmark's Strategic Framework for Priority Areas – Natural Resources, Energy and Climate Strategy, 2013, Denmark will engage in policy dialogue with and support to international programmes (e.g. UNEP), which are mandated to promote green growth.

UNEP is also actively engaged in the discussions on the post-2015 agenda. One of the main themes of the Environment Ministers' discussion at the first UN Environmental Assembly (UNEA) in June 2014 was the environmental dimension of the future Sustainable Development Goals (SDG's). Furthermore, UNEP has taken part in the technical support teams, which have provided background material to the thematic discussions in the Open Working Group on SDG's. UNEP has also prepared a number of reports and policy papers on the environmental dimension of the post-2015 agenda, for example on the link between poverty and environment. In the process ahead UNEP could play a co-facilitating role in formulation of measurable indicators, data collection and monitoring. In relation to the forthcoming discussions on Means of Implementation, UNEP could provide consolidated analysis on innovative financing for the environment, including on for instance requirements for valuing natural capital and on rationale and modalities for undertaking public budget review in support of the sustainable management of natural resources and assets.

In its Programme Manual UNEP underlines gender mainstreaming, HRBA and inclusion of indigenous peoples issues, needs and concerns as key principles to guide the implementation of the Programme of Work.

Challenges

The challenges UNEP faces relates to its role and place in the external institutional context, its effectiveness in programme delivery, its organisational structure and its financial base.

Although the Rio+20 outcome document stresses the need to enhance UNEP's voice and role as the leading global environmental authority, the organisation is still to some degree struggling with fulfilling this task. As a mainly normative organisation without country representation UNEP is dependent on other partners when it comes to implementation, for example other UN agencies such as UNDP. "Delivering as one" – also beyond the UN family - is therefore an important prerequisite in order to ensure smooth and coherent cooperation. From a Danish perspective UNEP should mainly concentrate on developing its normative and analytical role on a global and regional level as it is here the organisation's strength lies. At country level UNEP should continue to work through strong partnerships, thus limiting representation at country level to a minimum.

Since 2009 UNEP has made significant steps ahead in order to become a results-based organisation introducing a strengthened results framework, an internal evaluation system and training on results-based management. The system still needs adjustments. For example UNEP needs to work with the identification of indicators and means of measurement as well as the need to establish clearer causal pathways between UNEP's own actions and the actions it aims to catalyse to contribute to the higher objectives of each sub-programme.

During the last couple of years UNEP has undertaken major reforms both in the organisation's institutional set-up and in the governance structure. In the years to come there is a clear need for these new approaches and structures to settle down, but also to evaluate where adjustments are needed.

Although there has been a significant increase in the allocation from the UN Regular Budget to UNEP, the financial base of the organisation is still mainly based on voluntary contributions and therefore rather unstable. In 2013 more than one half of UNEP's financial resources were comprised of earmarked contributions and trust fund resources. UNEP's efforts to broaden the donor base and increase non-earmarked funding should therefore be encouraged.

UNEP has committed itself to the promotion of gender mainstreaming by implementing a corporate Gender Plan of Action. However, in its latest report covering 2012-2013 UNEP's Evaluation Office recommends UNEP to develop a corporate Gender Policy and a new Gender Action Plan, which include a clear vision statement and a more results-based gender mainstreaming. It is also recommended that more resources are set aside for gender mainstreaming. The Evaluation Report notes that there is good progress in gender balance of staff.

4. Initial results framework

In the period 2014-2017 Denmark will, in accordance with UNEP's own Medium Term Strategy (MTS), pursue results both at the institutional and programme level.

The main channels of influence for Denmark are the UNEA, the Committee of Permanent Representatives (CPR), the annual Nordic consultations with UNEP and the monthly EU Working Group meetings in Brussels (WPIEI Global) where the EU policy towards UNEP is coordinated. The Ministry of Foreign Affairs coordinates the work of Denmark in these fora in close cooperation with the Ministry of the Environment and to a lesser extent the Ministry of Climate, Energy and Buildings.

In its MTS for 2014-2017 UNEP focuses on seven priority areas (sub-programmes):

1. Climate change
2. Disasters and Conflicts
3. Ecosystem Management
4. Environmental Governance
5. Chemicals and Waste
6. Resource Efficiency
7. Environment under Review

In its work with UNEP Denmark will focus attention on the following issues:

- **A continued strengthening of UNEP** as a follow up to the Rio+20, including **organisational reforms** and more secure and predictable funding – especially to the Environment Fund which is intended to be the principle financing vehicle under the

authority of the UNEA. An important area to follow will be the further development and streamlining of UNEP's monitoring and evaluation tools and systems to ensure consolidation of a results based framework, including efforts to combat corruption and misuse of funds. Focus should be on how UNEP can improve its impact. Denmark will mainly pursue this agenda through the EU and in cooperation with the Nordic donors.

- **UNEP's contribution to the Sustainable Development Goals**, e.g. mainstreaming of the environmental dimension of sustainability across the new agenda, spelling out the link between poverty alleviation and environmental sustainability, including population dynamics and consumptions patterns, work on indicators, data collection, UNEP's work on innovative pricing and financing modalities for sustainable development (for example natural capital accounting and green GDP approaches). Furthermore, UNEP's work on specific goals, for example on water and energy.
- UNEP's work on **climate change**, including climate resilience, low emission growth and engagement of the private sector.
- **Chemicals and Waste**, where UNEP plays a central role as the forum for deciding on establishment of main instruments and frameworks for global policy development and implementation. This priority will mainly be followed up by the Ministry of Environment.
- Improvement of **gender mainstreaming**.

5. Danish support to UNEP

The annual Danish contributions to the Environment Fund have increased steadily over the last decade from DKK 15.5 million in 2002 to 20 million in 2009 and DKK 25 million in 2011 underlining the need for UNEP to play an essential role in preparation of the Rio+20 Conference as well as in the aftermath of the conference. From 2014 the annual amount increased to DKK 30 million in light of the decision at Rio+20 to strengthen UNEP and UNEP's role in developing the future Sustainable Development Goals. In 2013 Denmark was among the top ten contributors to UNEP's Environment Fund. In addition, Denmark was amongst the top 15 contributors in 2013 considering all sources of funding by contributing earmarked funding to the UNEP DTU Partnership, the UNEP Collaborating Centre on Water and Environment at DHI, UNEP Technology and Capacity Building (FIRM) as well as through various joint initiatives such as UNREDD, the Climate and Clean Air Coalition and the Climate Technology Centre and Network (CTCN), which is located in the UN City in Copenhagen. At the same time it has been decided to phase out other earmarked contributions like for example the Danish support for the UNEP-UNDP Poverty and Environment Initiative.

Looking ahead Denmark plans to work towards continued core contribution to UNEP, possibly with a transitional period of soft earmarking, thus limiting the number of earmarked contributions.

Currently the number of Danes working at UNEP headquarters is eight of which one is newly appointed and in the senior management (Head of Division) and two are JPO positions.

6. Monitoring and Reporting

During the last years UNEP has worked consistently to establish a result-based management system with a more strategic, coherent and effective results framework, monitoring and evaluation system. A MOPAN evaluation conducted in 2011 found that UNEP had made considerable progress in becoming a more results-oriented organisation as the organisation significantly changed the architecture of its programming e.g. introducing Medium Term Strategies and Programmes of Work and restructuring into a matrix management organisation with a more coherent and results-oriented approach to programming. Thus UNEP's reporting (annual reports, programme performance reports, etc.) is increasingly focused on achieved results. In the 2014-17 strategy period it is expected that UNEP will work to ensure that results-based approaches are fully integrated, from both the strategic and operational perspectives. Monitoring, reporting and follow up on the Danish priority results will be largely based on UNEP's own monitoring and reporting system.

UNEP's Evaluation Office works independently of UNEP's operational divisions and reports directly to the Executive Director. UNEP will conduct an overall evaluation of the MTS 2014-17 in mid-2015 and end-2017. The Evaluation Office is expected to ensure that UN system and international evaluation standards are maintained, and – where appropriate – conducts joint evaluations together with UNEP partners and donors. The findings and recommendations of the UNEP Evaluation Office have become an integral part of improving UNEP's programming and operations. For example, the Theory of Change has been introduced into the project management cycle as a result. UNEP has also improved its results based budgeting and is conducting staff training on results based management. A Danish mid-term review of the Organisation Strategy is foreseen in 2016.

7. Risks and Assumptions

Insufficient funds and imbalance between core funding and ear-marked funding: The ratio between core funding and ear-marked funding has become increasingly imbalanced during the last years. Such an imbalance could risk undermining the strategic priorities and fragmenting the work of UNEP. Two key elements of UNEP's funding strategy from January 2014 are a shift towards increased un-earmarked funding and a widened base for contributions. Furthermore, UNEP encourages a shift towards broader earmarking, targeted for example at the sub-programme level as well as "soft" earmarking (in line with the Norwegian model).

Misuse of funds: There is a risk of corruption and fraud, for example in connection with trust fund management. In its enhanced framework on risk analysis, monitoring and evaluation UNEP takes such risk into account and strives to practice good risk management.

Challenges with "Delivering as One": As a mainly normative organisation with regional representation UNEP is dependent on a smooth cooperation with other partners and UN agencies, e.g. UNDP and its country based offices. It is key that the spirit of "Delivering as one" exists both at strategic and operational level of the UN agencies. The UNDP-UNEP Poverty and Environment Initiative is a success story in this regard.

“Change fatigue”: As the Organisation is involved in different simultaneous transformation projects (e.g. introduction of new M&E systems, HR reforms, etc.), senior managers and staff at all levels could resist change and have a vested interest in maintaining the status quo. The Management Committee and other senior management bodies play a significant role in promoting change throughout the organisation for example in developing a strategic vision for UNEP and setting up strong governance structures in connection with introduction of new M&E tools.

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Annex 1: Process Action Plan

ACTIVITY	RESPONSIBLE	DATE
Preparation of concept note for Organisation Strategy	GRV with input from Embassy in Nairobi and Ministry of Environment	September/October 2014
Submit concept note for Organisation Strategy to Programme Committee	GRV	7 October 2014
Share concept note for Organisation Strategy with UNEP	GRV	7 October 2014
Meeting of Programme Committee (Organisation Strategy)	GRV	30 October 2014
Annual bilateral consultations with UNEP – discussion of Organisation Strategy	GRV and Ministry of Environment	18 November 2014
Finalise Organisation Strategy	GRV	December 2014
Share final Organisation Strategy with UNEP	GRV	December 2014
Present Organisation Strategy to the Minister for Development Cooperation for approval	GRV/Louise Jersild	December 2014

Annex 2: Excerpt from UNEP’s Medium Term Strategy 2014-2017 – Strategic Focus of the Sub-Programmes

Climate Change – Moving towards a climate resilient, low carbon future

Objective

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

Expected Accomplishments

EA 1/Climate resilience: Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts

EA 2/Low emission growth: Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways

EA 3/REDD+: Transformative REDD+ strategies and finance approaches are developed and implemented by developing countries that aim at reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods

Strategy

Within the United Nations approach to climate change, UNEP will catalyse efforts of the UN and other partners—including the private sector—to build the resilience of countries to climate change through ecosystem-based and other supporting adaptation approaches; promote the transfer and use of energy efficiency and renewable energy technologies; support the development and implementation of national low emission strategies; and support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation to enable countries move to a green economy in the context of sustainable development and poverty eradication.

UNEP will achieve this through scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; pilot interventions; promoting integration of better approaches in national development planning processes; fostering climate change education, outreach, awareness raising; knowledge sharing and supporting the UNFCCC process and implementation of commitments to complement other processes.

Disasters and Conflicts – Reducing the environmental risks and impacts of crises

Objective

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

Expected Accomplishments

EA 1/Risk reduction: The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved

EA 2/Response and recovery: The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved

Strategy

As a part of UN system-wide strategies for disaster risk reduction and preparedness, conflict prevention, post-disaster and post-conflict response, recovery and peacebuilding, UNEP will provide environmental risk and impact assessments, policy guidance, institutional support, training and mediation services, as well as pilot new approaches to natural resource management. In doing so, UNEP will seek to catalyse action and up-scaling by partners working with countries on risk reduction, relief and recovery, including UN humanitarian and peacekeeping operations, as requested in UNEP Governing Council Decision 26/15.

UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes and promote green economy approaches in the UN's work on recovery in the context of sustainable development and poverty eradication.

Ecosystem Management – Ecosystem management for development

Objective

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

Expected Accomplishments

EA 1/Production: Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased

EA 2/Marine issues: Use of the ecosystem approach to sustain ecosystem services from coastal and marine systems is increased

EA 3/Enabling environment: Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity related MEAs

Strategy

To address the challenge of feeding and clothing a growing population while supporting countries on greener economies in the context of sustainable development and poverty eradication, UNEP will work with the secretariats of biodiversity related MEAs, lead UN partners and others to catalyse uptake of the ecosystem approach, including use of traditional ecological knowledge. The aim is to help ensure the conservation and sustainable use of biodiversity and strengthen the resilience and productivity of ecosystems particularly for food security and water. UNEP will also catalyse the increased use of the ecosystem approach for managing coastal and marine ecosystems, particularly coral reefs, to maintain ecosystem services, building on UNEP's regional seas conventions and programmes.

UNEP will strengthen the enabling environment for ecosystem management, including transboundary ecosystems, at the request of concerned countries. The aim is to help ensure the conservation and sustainable use of biodiversity, based on the Strategic Plan for Biodiversity 2011-2020 and its Aichi Biodiversity Targets, adopted by the CBD as an overarching framework on biodiversity for all stakeholders, and other biodiversity targets linked to multilateral environmental agreements. UNEP will support development planning to create the enabling environment for implementation of biodiversity-related multilateral environmental agreements and collaborate with IPBES and MEA secretariats to improve links between science and policy. UNEP will support countries use data on ecosystem services in mainstreaming ecosystem services in development planning, which promote a green economy in the context of sustainable development and poverty eradication.

Environmental Governance – Transforming environmental governance

Objective

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

Expected Accomplishments

EA 1/Coherence and synergies: The United Nations system and multilateral environmental agreements bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues

EA 2/Law: The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced

EA 3/Mainstreaming environmental sustainability: Countries increasingly mainstream environmental sustainability in national and regional development policies and plans

Strategy

UNEP will promote coherence and synergy in environmental governance by providing technical support to the UN system and MEAs, taking advantage of UN coordination mechanisms, particularly the EMG, to increase coordination of actions on environmental policies and programmes and MEA priorities within the UN system.

UNEP will support countries increase the number of regional and national development plans, policies and budgets that incorporate principles of environmental sustainability and MEA commitments, and assist with their implementation in targeted countries and regions. UNEP will help countries to strengthen their environmental institutions and laws. UNEP will provide technical support to countries in developing and reporting on the environmental aspects of sustainable development goals. UNEP will strengthen the science-policy interface in this work. UNEP will also work towards facilitating increased participation of stakeholders in environmental decision-making processes, and access to justice along the lines of Principle 10 and other relevant principles of the Rio Declaration.

Chemicals and Waste – Sound management of chemicals and waste

Objective

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

Expected Accomplishments

EA 1/Enabling environment: Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste soundly including the implementation of related provisions in the MEAs

EA 2/Chemicals: Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related MEAs

EA 3/Waste: Countries, including Major Groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related MEAs

Strategy

UNEP will work to increase countries' capacities to manage chemicals and waste, including e-waste, within a coherent life-cycle approach. We will promote and catalyse system-wide efforts by the United Nations to

lessen the environmental and human health impacts of chemicals and waste, doing so in close collaboration with the secretariats of chemicals and waste related multilateral environmental agreements

UNEP will catalyse support from UN partners to increase countries' capacities to manage chemicals and waste, including e-waste, within a coherent life-cycle approach where necessary.

UNEP will help requesting countries improve and enforce their regulatory and institutional framework for the sound management of chemicals and wastes. This will include servicing the SAICM and the future international legally binding instrument on mercury. UNEP will also seek to further enhance cooperation and coordination in the chemicals and waste cluster.

UNEP will keep under review emerging issues and trends in chemicals production, use and release, and promote and catalyse implementation of sound management of chemicals and waste, including through multi-stakeholder partnerships.

Resource Efficiency – Accelerating the transition to resource efficient societies

Objective

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

Expected Accomplishments

EA 1/Enabling environment: Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication

EA 2/Sectors and Supply: Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication

EA 3/Lifestyles: Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced

Strategy

UNEP will work with partners and UN sister agencies to strengthen the scientific basis for decision-making, provide policy advice to Governments and the private sector to support a transition to a green economy in the context of sustainable development and poverty eradication. UNEP will develop national and city-level capacities to accelerate the development of more sustainable consumption and production patterns. UNEP will assess material flows and resource pressures and impacts and support for the integration of the findings of the International Resource Panel in policy and decision-making processes.

UNEP will also catalyse efforts that advance sustainability within and across the entire supply chain of services and manufactured goods, known as global value chains.

UNEP will develop favourable policy and market incentives as well as information tools that enable more sustainable lifestyles.

UNEP will also prioritize support to the 10-year framework of programmes on sustainable production and consumption adopted at the United Nations Conference on Sustainable Development.

Environment under Review

Objective

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

Expected Accomplishments

EA 1/Assessment: Global, regional and national policy-making is facilitated by environmental information made available on open platforms

EA 2/Early Warning: Global, regional and national assessment processes and policy planning are informed by emerging environmental issues

EA 3/Information: The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced

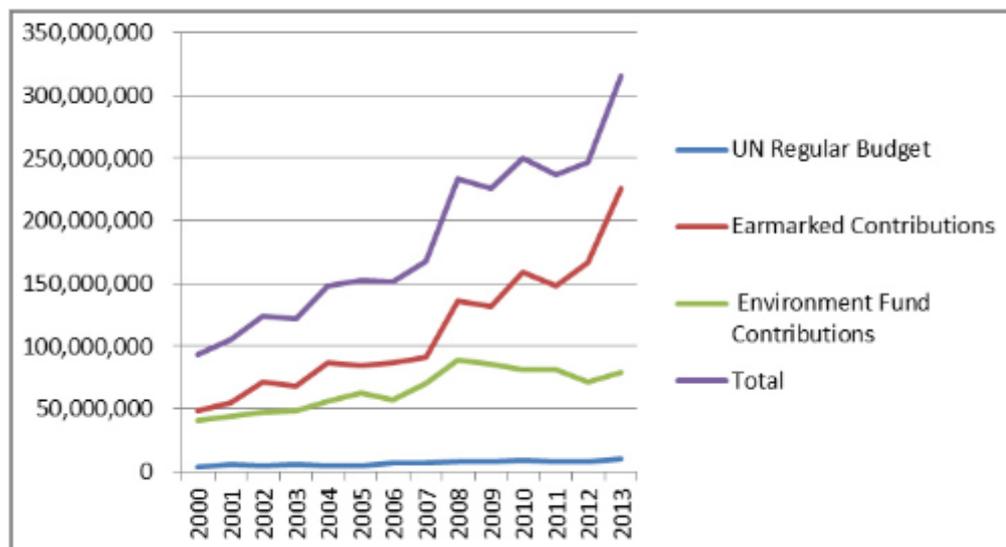
Strategy

UNEP will set the global environmental agenda by delivering assessments that integrate environmental, economic and social information to assess the environment, identify emerging issues and track progress towards environmental sustainability in consultation with MEA secretariats. UNEP will use its position in the EMG to catalyse action based on its findings.

UNEP will work to support capacity-building efforts in developing countries that commit to environmental monitoring and posting of environmental data and information on public platforms, as appropriate, in line with Principle 10 of the Rio Declaration. Furthermore, UNEP will work towards increased participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information. UNEP is committed to disseminating the information in relevant working languages and will deploy increased efforts to make available its official documents in all UN languages.

Annex 3: UNEP Financing

"Table 1: UNEP contributions 2000-2013 by source of funding"



Source: <http://www.unep.org/about/funding/AboutOurFunding/Overview/tabid/131421/Default.aspx>

Denmark's contributions to UNEP since 2009

CONTRIBUTIONS TO UNEP						
(USD)	2009	2010	2011	2012	2013	2014
Environment Fund	3,906,250	3,508,772	4,568,213	4,371,852	4,602,187	5,555,556
Earmarked Contributions*	7,478,381	10,956,003	5,529,505	6,714,486	9,134,479	11,527,675
Contributions to MEAs**	686,872	725,933	464,073	606,862	447,604	663,055

* Counterpart contributions and payments to Trust Funds directly supporting UNEP's PoW (Rough estimates in USD).

** Pledges and payments to Conventions/Protocols/Regional Seas Programmes (Rough estimates in USD for contributions in national currency).

Specification of Denmark's Earmarked Contributions in 2013-14 in USD

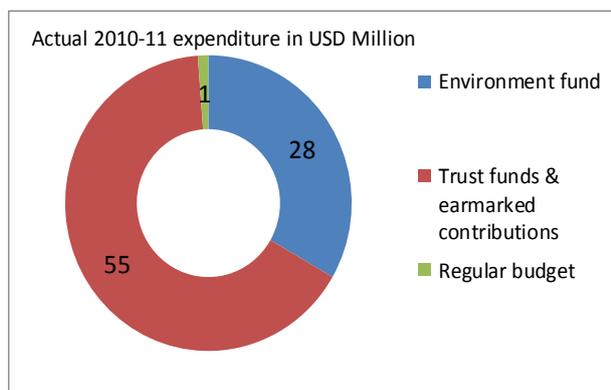
Programme	2013	2014
CP40400806 - Climate Change and Development - Adapting by Reducing Vulnerability	178.870,0	
MC40300904 - UNEP Global Mercury Programme.	306.733,0	6.278.026,9
CP20100201-Support to the Implementation of the UNEP Water Policy and Strategy	28.900,0	

CP40300662 (Main project - formerly Account of FP40300601) - Strategic Approach		33.674,9
CP40200641 (Account of CP40200606) - International Panel on the Sustainable Use	36.191,0	
Climate Change - Main Project (DEPI).	100.000,0	306.733,0
CP40400606 - Support to the Forum for Energy Ministers of Africa - FEMA	306.733,0	
CP40401068 (Sub-project of CP40401008) - 1-b/c-P1: Support for Integrated Analys	149.970,0	
CP40401071 (Sub-project of CP40401008) 1-b/c-P1: Global Network on Energy for Sustainable Development	1.295.586,3	
CP40401077 (Sub-project of CP40401009) - 1-b/c-P2: Facilitating Implementation a	276.136,3	4.759.426,7
CP40301012 - 52-P3: Approaches and Methodologies for Risk Assessment and Management		92.592,6
CP40401092 - Facilitating Implementation for Readiness for Mitigation (FIRM)	3.585.915,5	4.759.426,7
CP40401097 - Energy Efficiency Hub of Sustainable Energy for All- SE4ALL (DANIDA)		
Integrated Guidance and Financial Instruments for Mainstreaming and Support National Programmes to Manage Substances and Hazardous Waste.	910.464,9	37.037,0
CP50211403 - Africa Adaptation Knowledge Network (AAKNet)		306.733,0
CP60201342 (Account of CP60201311)- Denmark's Support to Water Activities		147.411,1
Climate Technology Centre and Network	2.761.312,2	2.600.149,1
General Trust Fund in Support of Activities on Mercury and Other Metals.		211.806,6
10YFP (Sustainable Consumption and Production)		128.984,7
The Climate and Clean Air Coalition (CCAC)		1.817.223,7
Special Purpose Trust Fund for Government of Denmark's Agreement with UNEP for the Provision of Junior Professional Officers.	168.873,0	143.916,0
Intergovernmental Platform on Biodiversity and Ecosystem Services		36.852,8
Total	9.134.479	11.527.675

Annex 4: UNEP's Achievements in Previous Danish Priority Areas (2009-2013) – Programme Level

CLIMATE CHANGE

Over 2010-2013, UNEP aimed to strengthen the ability of countries to integrate climate change responses into national development processes with a planned budget of USD 162million

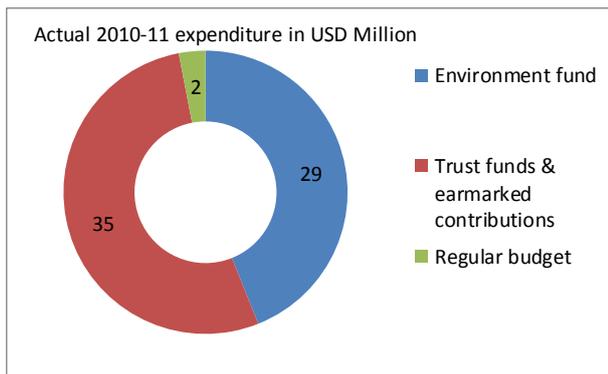


Performance Highlights

- UNEP partnered with over a dozen countries to demonstrate the role of ecosystem based approaches to adaptation in helping to increase resilience, including mountain ecosystems of the Himalayas, Andes and Mt. Elgon and river basins such as the Nile River Basin and coastal areas.
- UNEP supported 36 countries to prioritize their climate technology needs and actions as a basis for implementing clean energy policies, developing nationally appropriate mitigation actions and moving towards low emissions growth.
- Forty-six countries joined a UNEP and GEF supported global partnership - enlighten - to phase out inefficient incandescent lamps by the end of 2016 to achieve energy and cost savings.
- UNEP facilitated investment worth over USD200million in clean energy projects by supporting countries develop carbon asset projects and helping to remove barriers to funding small scale renewable energy including solar water heaters in the Mediterranean.
- Through the UNEP/UNDP/FAO UN -REDD (Reducing Emissions from Deforestation and Forest Degradation) Programme, sixteen countries have approved National Programmes and an additional four countries have received direct support to integrate multiple benefits of forests into REDD planning, policy and action, making it a catalyst for the green economy in the context of sustainable development and poverty eradication, and in the process mobilizing over USD150million for REDD actions.
- UNEP published the third annual assessment of the Emissions Gap report informing discussions on ambition levels.

ECOSYSTEM MANAGEMENT

Over 2010-2013, UNEP aimed to ensure that countries utilize the ecosystem approach to enhance human well-being with a planned budget of USD 131million

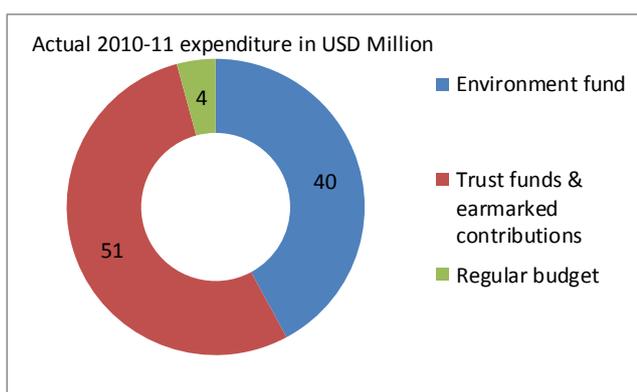


Performance Highlights

- UNEP has supported the process establishing the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), which provides for the first time a common platform to facilitate improved policy uptake of contemporary science and assessment findings by member states.
- UNEP developed a range of tools to support countries in understanding how to use ecosystem services to achieve development goals and result in multiple benefits to support attainment of the Aichi and other biodiversity targets linked to multilateral environmental agreements. For instance, with the assistance of UNEP, Kenya was able to account for forest-related ecosystem services in the Mau forest and improve its management. This forest serves as a water tower for much of Kenya yet a quarter of this forest had been lost to illegal human settlements, logging and other causes.
- The UNEP-led initiative “Economics of Ecosystems and Biodiversity (TEEB)” provided the rationale and methodological guidance for the valuation and accounting of ecosystem services for member states. The TEEB approach has proved to be a corner stone for the transition towards green growth and green economy.

ENVIRONMENTAL GOVERNANCE

Over 2010-2013, UNEP aimed to ensure that environmental governance at the country, regional and global levels is strengthened to address agreed environmental priorities with a planned budget of USD 166million



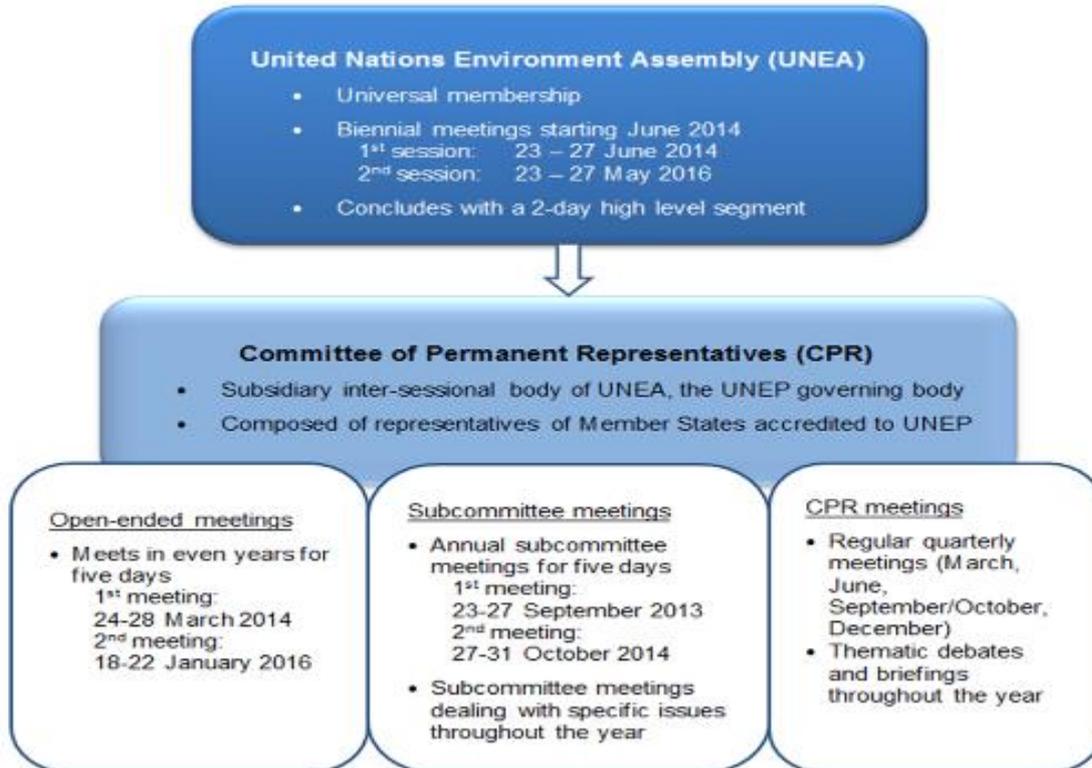
Performance Highlights

- UNEP secured agreement within the UN system that the UN would develop system-wide approaches to environmental and social safeguards, achieving the Aichi Biodiversity Targets under the CBD and in tackling the drylands agenda.

- UNEP was instrumental in the achievement of synergies and efficiency gains in the operations of chemical-related multilateral environmental agreements it administers: the Basel, Rotterdam, and Stockholm Conventions.
- 20 countries have been integrating environment in their development plans through with support from the UNDP-UNEP Poverty-Environment Initiative (PEI). Furthermore, 10 countries are reporting on these objectives through national reporting processes; and the linkages have been further integrated into 14 budgeting processes.
- Environmental sustainability was fully integrated into 30 United Nations Development Assistance Frameworks (UNDAFs) and 18 other national development planning processes.
- In addition to its production of the *Global Environment Outlook*, UNEP supported integrated environmental assessments based on the demand from different regions for regional assessments.

Annex 5: UNEP Governance Structure

(Source: <http://www.unep.org/about/sgb/UNEPGovernanceStructure/tabid/129494/Default.aspx>)



Annex 6: UNEP Organigram (Source: <http://www.unep.org/pdf/UnepOrganigram.pdf>)

