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Report of the Executive Director

Addendum

**Implementation of the Bali Strategic Plan for Technology Support
and Capacity-building**

Summary

The present report provides information on the measures taken for the implementation of the Bali Strategic Plan for Technology Support and Capacity-building, as requested in paragraph 6 of Governing Council decision 23/11 of 25 February 2005. It also contains a proposal for the further implementation of the Bali Strategic Plan in the 2008–2009 biennium, building on the report of the Executive Director on the implementation of the Plan to the ninth special session of the Governing Council/Global Ministerial Environment Forum (UNEP/GCSS.IX/3/Add.1) and in accordance with the consultation process outlined in the document referred to in paragraph 33 of decision 23/3 of 25 February 2005.

* UNEP/GC/24/1.

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I. Introduction

A. The challenge

1. We are more aware today of the importance of the environment than ever before. Ecosystems and the services they provide are increasingly recognized as the foundation of human well-being. Climate change and its human and economic costs are high on the agendas of many governments. News stories about the environment abound and there is greater knowledge about environmental matters, including the impacts of our production and consumption patterns, in almost all sectors of society. The United Nations Environment Programme (UNEP) has played a key role in raising this awareness over the past thirty years and in helping to place the environment on the agenda of countries, organizations and individuals.

2. Yet, the degradation of the environment and the destruction of ecosystems from a global perspective continue unabated. Numerous assessments, including the Global Environment Outlook (GEO) reports and the Millennium Ecosystem Assessment, have gauged the unprecedented environmental changes that are taking place and outlined their consequences for human health and well-being. The environmental challenges we face are evolving rapidly and the time we have left to confront many of them, before irreversible changes take place, is limited.

B. Governing Council

3. In order for UNEP to rise to the challenge and continue to provide real leadership in caring for the environment, it must evolve. Governing Council decision 23/1 provided UNEP with a tool to do just that: the Bali Strategic Plan for Technology Support and Capacity-building.¹ The adoption of the Bali Strategic Plan was a clear signal from governments that they wanted UNEP to become more responsive to country needs and a more accessible partner, delivering its support in a more coordinated way (internally and within the United Nations system) and on a much bigger scale, focusing on areas where it has comparative advantages, communicating its key messages more effectively and advertising its services, and establishing partnerships that facilitate delivery on the ground. The Bali Strategic Plan offers UNEP an unprecedented opportunity to change the way it operates so as to meet the needs of its clients and partners.

4. The Executive Director presented a report on the implementation of the Bali Strategic Plan (UNEP/GCSS.IX/3/Add.1) to the Governing Council at its ninth special session, held in Dubai, United Arab Emirates, 7–9 February 2006. The report provided information on the initial measures taken towards the implementation of the Bali Strategic Plan, a proposal for further implementation of the Plan in the 2006–2007 biennium and strategic directions for implementation of the Plan after 2007. As was noted in that report, implementing the Bali Strategic Plan is a long-term endeavour. Identifying where countries most need support, focusing on areas where UNEP has comparative advantages over other organizations and equipping UNEP to fully deliver the Plan requires an incremental, systematic and strategic approach. By the same token, establishing productive partnerships with governments and institutions to facilitate delivery on the ground and addressing the range of institutional challenges that obstruct programme delivery will take time.

5. The present report contains a proposal for the further implementation of the Bali Strategic Plan. It outlines what has been achieved during 2006 and planned activities for 2007. It also sets out the strategy for implementing capacity-building and technology support activities in 2008–2009 and beyond.

C. United Nations reform process

6. To deliver full implementation of the Bali Strategic Plan, UNEP must take on board the findings of recent United Nations reform processes. The 2005 World Summit Outcome, in paragraph 169, called for, among other things, enhanced coordination, strengthened scientific knowledge, assessment and cooperation, and better integration of environmental activities in sustainable development, including through capacity-building. Pursuant to that paragraph, the President of the General Assembly established

¹ For background information, please refer to the 2000 Malmö Ministerial Declaration; decision 21/21 of 9 February 2001 establishing a high-level panel on International Environmental Governance; decision SS VII/I of 15 February 2002 on International Environmental Governance; and decision SS VIII/1 of 31 March 2004 establishing a high-level open-ended working group with the mandate to prepare an intergovernmental strategic plan for technology support and capacity-building.

an informal consultative process on the institutional framework of environmental activities within the United Nations, co-chaired by the Ambassadors of Mexico and Switzerland. The Secretary-General further established a High-level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment. The General Assembly informal consultative process concluded its first round of consultations in June 2006 and is scheduled to resume consultations in mid January 2007, at which time it will consider the recommendations of the Panel that were issued in November 2006. UNEP will be ready to integrate the relevant recommendations that emerge from these processes into its plans for the implementation of capacity-building and technology support activities.

7. Both the General Assembly informal consultative process and the High-level Panel have stressed the growing gap between the normative and analytical work on the one hand, and the operational level on the other. In this respect, resources are not being utilized efficiently nor are capacity-building efforts, at all levels, being undertaken to optimum effect. Environmental concerns need to be integrated more fully into United Nations development activities and mainstreamed in national economic planning processes and in support of decision-makers. The General Assembly process identified key areas in which improvements could be made. While the large number of bodies involved in the environment sector have produced valuable initiatives and programmes being undertaken in specific areas, they have also resulted in fragmentation and uncoordinated approaches in policy development and implementation. In its final report entitled "Delivering as One", the High-level Panel recommends that "the Bali Strategic Plan for Technology Support and Capacity-building should be strategically implemented to provide cutting-edge expertise and knowledge resources for the sustained expansion of capacity at the country level. Where necessary, UNEP should participate in UN country teams through the Resident Coordinator system, as part of the One UN at country level".

8. The General Assembly informal consultative process expressed broad support for the lead role of UNEP in the environmental activities of the United Nations and in coordinating more effectively the United Nations system environmental capacity-building, and it requested closer cooperation between the UNEP regional offices and the United Nations Development Programme (UNDP) country offices, taking into account the environmental work being undertaken by other actors within the United Nations system. The Bali Strategic Plan provides the framework for responding to that request.

II. Implementation of the Bali Strategic Plan 2006–2007

A. Activities in 2006

9. The implementation of the Bali Strategic Plan during 2006 has not been totally systematic. The 2006–2007 programme of work was developed prior to the adoption of decision 23/1 on the Bali Strategic Plan and as such does not fully integrate capacity-building and technology support activities nor the institutional changes required at UNEP. During 2006, UNEP had to consider changes to its operational mechanisms to allow for better implementation of the Bali Strategic Plan as an integral part of the programme of work.

10. In spite of this, activities in support of the implementation of the Bali Strategic Plan are being undertaken throughout the organization. Some are activities that UNEP would have undertaken with or without the Plan, but that have gained impetus and profile within the organization as a result of it, others are activities that fit well within the Bali Strategic Plan but which pre-date it, yet more are existing projects that were reoriented to better address the Bali Strategic Plan priorities while some are new initiatives that were started as a direct result of the adoption of the Bali Strategic Plan.

11. UNEP efforts have been directed to the national, but also, importantly, to the regional and subregional levels, where UNEP has a particular strength. An overarching objective has been to bring the normative, scientific and technical work of UNEP closer to the operational activities conducted by many stakeholders in the field of sustainable development, including in relation to the implementation of multilateral environmental agreements, in accordance with national priorities.

12. The annex to the present report sets out examples of national and regional activities undertaken by UNEP in 2006 towards the implementation of the Bali Strategic Plan as part of the implementation of the 2006–2007 programme of work. As described in the annex, the focus of activities has been on the development of environmental law; compliance with and enforcement of multilateral environmental agreements; environmental aspects of national sustainable development plans; integrated environmental assessment and networking, including data analysis and monitoring; environmentally sound technologies; sustainable consumption and production; biosafety; fresh water resources; oceans and seas

and coastal areas; chemicals and waste management; environmental emergency preparedness and response; and post-conflict assessment.

13. An important element of the Bali Strategic Plan is its emphasis on the principle of national ownership. As a result, initial UNEP programmatic efforts during 2006 included assisting countries to identify their needs. In consultation with the UNEP regional offices and based on existing needs assessments, the review has identified a number of capacity-building and technology support priorities for each subregion and for individual countries. The documents outlining regional and national priorities will be refined and finalized by early 2007 and guide on-the-ground implementation of the Bali Strategic Plan. In addition, UNEP has undertaken a comprehensive review of existing needs assessment methodologies. The review includes analyses of existing guidelines on conducting needs assessments by various donor organizations as well as an overview of existing needs assessments at the national level.

14. Further to the prototype database presented to the Governing Council at its twenty-third session, UNEP has further refined the Bali Strategic Plan database (<http://www.cbts.unep.org>). The database contains links to relevant databases, including of the Global Environment Facility (GEF), UNDP, the World Bank and multilateral environmental agreements. The database will be further developed in 2007 to serve the clearing house function envisaged in the Bali Strategic Plan, and to offer countries an overview of all UNEP activities.

B. Partnerships and processes

15. Beyond the activities implemented in 2006, there have been advances in setting up the processes to deliver Bali Strategic Plan support activities more effectively. The most important of these include the establishment of the South-South coordination unit; increased dialogue and partnership with UNDP; and increased involvement in the United Nations Development Group.

1. South-South cooperation

16. During 2006, UNEP began implementing of a number of activities in the context of the South-South cooperation component of the Bali Strategic Plan. A South-South coordination unit, established in September 2006, has been conducting consultations within UNEP and with key external partners, particularly the UNDP Special Unit for South-South Cooperation, to develop and promote the use of approaches to guide UNEP in integrating South-South cooperation in its programme of work and thus enhance delivery of capacity-building and technology support to recipient countries.

17. The consultations have resulted in the development of South-South cooperation activities in a number of areas, including:

(a) Targeted support to the South-South network of GEO collaborating centres to undertake integrated environmental assessment and reporting at regional and subregional levels;

(b) Triangular cooperation support to the implementation of the Africa Environment Information Network and Africa Environment Outlook process;

(c) Integration of South-South cooperation in national legislative frameworks to implement international environmental law and policy in the context of the New Asia-Africa Strategic Partnership;

(d) Collaboration with the secretariat of the Convention on Biological Diversity to develop and implement a plan of action to enhance through South-South cooperation, the capacity of developing countries, subregional and regional organizations to contribute to the implementation of the three objectives of the Convention and the achievement of its 2010 biodiversity target;

(e) The development of a clearing-house mechanism for the Bali Strategic Plan and South-South cooperation to serve as a global mechanism for the exchange of a wide range of information on available technologies, expertise, experiences, opportunities, best practices, methodologies, advisory services and training, particularly in countries and regions of the South;

(f) Collaboration with the UNDP Special Unit for South-South Cooperation, other United Nations agencies and international organizations to produce a global publication entitled "The South Report", which is intended to provide a comprehensive analysis of cooperation among developing countries, opportunities for partnerships with development assistance partners, priorities and challenges for further action and options for coordinated strategic action in advancing South-South cooperation.

18. The range of South-South cooperation approaches employed in the unit start-up activities include harnessing the potential of institutions of excellence in the South, establishing and strengthening focused exchange networks to promote South-South cooperation exchanges, employing various

advocacy approaches for effective promotion of South-South cooperation, leveraging technical support and resources through triangular cooperation initiatives as well as developing a clearing house for South-South cooperation and the Bali Strategic Plan.

19. During 2007, the unit will continue to conduct discussions with external partners with the aim of establishing strategic partnerships. In particular, discussions are underway with UNDP, the New Partnership for Africa's Development (NEPAD), the China-Africa Cooperation Forum and the Brazilian Ministry of External Relations in the framework of the India-Brazil-South Africa South-South cooperation initiative and with Indonesia in the framework of the New Asia-Africa Strategic Partnership.

2. UNEP/UNDP collaboration

20. Partnership with UNDP is now a central component of the UNEP strategy for the effective and coordinated implementation of the Bali Strategic Plan. Greater involvement of UNDP will be an important first step in ensuring a United Nations system-wide buy-in to the Bali Strategic Plan and could pave the way for similar collaborative arrangement with other United Nations bodies. Under the UNEP-UNDP memorandum of understanding, a host of activities were undertaken with significant capacity-building components which will assist in the implementation of the Bali Strategic Plan. Some of the activities are listed below.

(a) Poverty and Environment Initiative to mainstream environment into development and to build long term capacity for countries to integrate environment into their poverty reduction strategies. Joint projects are being implemented in Kenya, Rwanda and the United Republic of Tanzania. UNDP is closely involved in the other pilot countries (Mali, Mauritania, Mozambique and Uganda);

(b) Coordinated development of urban and national integrated assessment reports (e.g., GEO cities in Montevideo (Uruguay), Asuncion (Paraguay), and Cuba as well as assessments in Lebanon and Kenya) in collaboration with UN-Habitat;

(c) Strategic Approach to International Chemicals Management and persistent organic pollutants: joint activities and use of country presence to secure GEF projects;

(d) Environmental management of Iraqi Marshlands under the United Nations Development Group Iraq Trust Fund with funding from the Government of Japan;

(e) Early Recovery Cluster (led by UNDP): joint environmental recovery assessment in Pakistan;

(f) Damage and needs assessment (led by UNDP): in Indonesia, the Maldives and Sri Lanka, and support to the recovery programme in Indonesia following the Central Java earthquake;

(g) Train-Sea-Coast training programme and the African, Caribbean and Pacific-European Union (ACP-EU) project on "Improving Municipal Wastewater Management in Coastal Cities in African, Caribbean and Pacific (ACP) countries";

(h) Implementation of the large marine ecosystems projects (e.g., development of a transboundary diagnostic analysis and strategic action plan for the Western Indian Ocean);

(i) Cooperation under the Montreal Protocol on Substances That Deplete the Ozone Layer to deliver coordinated, country-level capacity-building services related to the phase-out of ozone-depleting substances, with each agency providing complementary types of expertise and services for specific countries (since 1991).

21. Significant commitments to deepen cooperation between UNEP and UNDP are planned for 2007. These include an agreement in principle to establish a joint poverty and environment facility in Nairobi and to scale up the existing UNDP-UNEP Poverty and Environment Initiative, cooperation under the UNDP led Millennium Development Goal support programme, joint activities in the field of chemicals, cooperation on preparation of the forthcoming Human Development Report, and the development of a collaborative approach to GEF.

3. United Nations Development Group

22. The Bali Strategic Plan provided the impetus for UNEP to increase its contributions to the United Nations Development Group (UNDG). The Plan empowered UNEP to participate actively at the country level and engage with United Nations country teams, particularly on contributions to the preparation of common country assessments, United Nations Development Assistance Frameworks (UNDAF) and poverty reduction strategy papers. Specifically:

(a) A dedicated staff member now represents UNEP in the United Nations Development Group, of which UNEP has been a member for the past three years;

(b) UNEP has chaired a United Nations Development Group working group on non-resident agencies for the past year, focusing on building the capacities of United Nations country teams to involve members of the United Nations family that do not have field-level presence. UNEP is also a member of the United Nations Development Group non-resident agencies task team, which is developing a strategy to enable non-resident agencies to engage more fully at the country level;

(c) UNEP is an active member of the United Nations Development Group Capacity Development Working Group which assists governments to identify their capacity development needs and how best the United Nations can respond to them. The Group has issued guidelines for United Nations country teams on how to integrate capacity development into the development process and implementation of Bali Strategic Plan activities will take place within this context;

(d) UNEP is a member of the country programme support group; programming policy and civil society; the United Nations Development Group task teams on gender equality, non-resident agencies, and the Millennium Development Goals; as well as participating in the United Nations Development Group management and support groups;

(e) For the first time, UNEP, in 2006, is taking part in the training of new United Nations resident coordinators in environmental standards, tools and issues, and providing information on the expertise that UNEP can impart to country teams. The objective of making contact with resident coordinators early in their assignments is to create a basis for future collaboration with them.

23. In 2007, UNEP will propose a working group on environment under the United Nations Development Group Programme Group, partly in response to General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review to enhance United Nations system-wide participation in country-level activities, including by non-resident agencies. The environment working group is expected to develop standards, guidelines, tool-kits and other material to assist United Nations country teams to integrate environmental issues into their country assistance processes, especially in those countries where environmental matters are included in development priorities. The Group will liaise with the Environment Management Group to ensure full coordination.

C. UNEP review

24. From October 2005 to March 2006, a review of UNEP was undertaken by Dahlberg Global Development Advisors, largely in response to the implications for UNEP of implementing the Bali Strategic Plan. The review looked at UNEP programme implementation mechanisms and administrative structures, as well as ways for the organization to operationalize the Bali Strategic Plan. The review generated eight main recommendations with a range of implications for management efficiency. The recommendations were that UNEP should:

- (a) Adopt a strategic presence model for engagement;
- (b) Articulate a longer-term strategic vision to guide the strategic planning process;
- (c) Develop a set of core management indicators to guide results-based management;
- (d) Strengthen inter-divisional knowledge flows and coordination;
- (e) Invest in streamlining project approval and implementation;
- (f) Improve quality assurance, accountability, delegation and delivery mechanisms;
- (g) Overhaul current resource management and administrative support functions;
- (h) Upgrade the UNEP management information systems to meet the requirements of an implementation-focused organization.

25. The review recognized that the Bali Strategic Plan required UNEP to shift its focus from its traditional core competencies in the analytical and normative areas, as well as advocacy, towards also meeting more country-driven needs. The Dahlberg review was an important step in identifying how UNEP needed to adjust its current model for engagement to deliver effectively on the objectives set out in the Bali Strategic Plan. The strategy for the implementation of the Plan 2008–2009 is shaped (see section III), in part, by the recommendations of the review.

26. UNEP also conducted a systematic review of its internal management and coordination mechanisms through the establishment of a number of task forces on the Bali Strategic Plan,

management and administration, and information and communications technology. The task forces undertook a review of UNEP operations and made a series of short-, medium- and long-term recommendations that will help the organization to better implement Bali Strategic Plan activities.

D. Plans for 2007

27. In addition to future activities outlined in the sections above, a number of further priority actions have been identified that should be undertaken in 2007 and beyond to ensure that Bali Strategic Plan support activities continue to be one of the main driving forces for programme implementation. The actions will also initiate some of the organizational changes required to ensure a more comprehensive and integrated implementation of the Strategic Plan. Table 1 includes examples of these priority actions.

Table 1: priority actions for 2007 onwards for implementation of the Bali Strategic Plan

Key issue	Priority actions
Focusing the future of UNEP	<ul style="list-style-type: none"> • Agree on non-exhaustive list of the UNEP areas of core competence • Develop menu of capacity-building services that UNEP can deliver to countries
Needs assessments	<ul style="list-style-type: none"> • List of priority needs by region, subregion and country provided by regional offices to HQs to direct the implementation of the 2008–2009 PoW • Assign one officer to work with UNDG Working Group on Capacity Development (to link UNDG and Bali Strategic Plan implementation) • Leverage the GEO network to assist in country needs assessment
Partnerships	<ul style="list-style-type: none"> • Select and prioritize partners • Improve cooperation and collaboration with UNDP based on the 2004 MoU • Improve cooperation and collaboration with United Nations Office for Project Services (UNOPS)
Strategic presence	<ul style="list-style-type: none"> • Develop strategy and plan to align UNEP programme cycles with those of United Nations country teams (based on the UNCCA/UNDAF timeline) • Designate teams to provide a short-term, in-country presence for the duration of the sustainable development planning process, e.g., PRSP, UNDAF • Provide UNEP regional offices with additional resources to participate in UNCT planning.
Developing and utilizing UNEP staff capacities	<ul style="list-style-type: none"> • Align UNEP country programming procedures with those of UNDP • Decide on location, activities and staffing of Bali Strategic Plan focal point • Start UNEP-wide knowledge networks
Ensuring the UNEP structure delivers Bali Strategic Plan objectives	<ul style="list-style-type: none"> • Articulate roles and responsibilities of divisions and regional offices
Building quality and coherence in the design and execution of UNEP work	<ul style="list-style-type: none"> • Develop organization-wide processes for project and programme design and implementation (including reporting to donors) • Establish framework for UNEP-wide programme information system
Accountability in delivery of UNEP work	<ul style="list-style-type: none"> • Develop UNEP-wide key Bali Strategic Plan performance indicators • Refine UNEP monitoring and evaluation policy
Financing	<ul style="list-style-type: none"> • Focus new bilateral agreements, as well as those that are due for revision, on Bali Strategic Plan implementation • Programme Coordination and Management Unit and the regional offices to screen all project proposals to donors of relevance to Bali Strategic Plan • Support countries to use Bali Strategic Plan for targeted and coherent fund-raising at national level
Communication and outreach	<ul style="list-style-type: none"> • Develop a cross-cutting outreach and communication strategy for Bali Strategic Plan to be implemented by all divisions

III. Strategy for implementation of the Bali Strategic Plan in 2008–2009

28. The Executive Director has elaborated a ten point strategy, drawing on the work of the task teams and the Dahlberg review, that will be implemented from 2007 to facilitate the more effective and coordinated delivery of UNEP services and support within the context of the Bali Strategic Plan. The ten points of the strategy are:

- (a) Integrate capacity-building and technology support into the 2008–2009 programme of work;
- (b) Ensure the UNEP structure supports better delivery of the Bali Strategic Plan;
- (c) Focus UNEP activities;
- (d) Establish a strategic presence;
- (e) Engage the United Nations country teams;
- (f) Engage with the United Nations Development Group and the Environment Management Group;
- (g) Streamline and strengthen partnerships;
- (h) Strengthen the strategic partnership with UNDP;
- (i) Establish strategic partnerships in the context of the Global Environment Facility;
- (j) Increase South-South programmes.

29. The elements of this strategy are explained further below.

A. Integrate capacity-building and technology support into the 2008–2009 programme of work

30. The first and most critical step in responding to the Bali Strategic Plan is to ensure that capacity-building and technology support activities are an integral part of the UNEP programme of work. To this end, in July 2006 the Executive Director established a task team to develop a long-term strategy for the implementation of the Bali Strategic Plan and to help translate this strategy into concrete activities in the 2008–2009 programme of work. The task team produced a strategy paper setting out the challenge faced by UNEP in the implementation of the Bali Strategic Plan and proposing changes to better position the organization to fully implement the Strategic Plan. The strategy paper was used as a basis for discussion at the Senior Management Group retreat, held in September 2006, and also provided the basic material for the present Governing Council document.

31. The task team worked with the divisions to better integrate the Bali Strategic Plan into the 2008–2009 programme of work and to ensure that the separate subprogramme outputs added up to a coherent UNEP-wide response to the Strategic Plan. The aim was not to revise the structure of UNEP, but rather to build on the existing structure of the organization and the strategic framework 2008–2009 to develop a coherent programme of work that signals the direction of change for the organization.

32. The result is a programme of work that integrates Bali Strategic Plan activities across the subprogrammes and clearly identifies both the activities to be undertaken in support of the implementation of the Bali Strategic Plan and the resources that will be channelled to those activities. The 2008–2009 programme of work is more focused around the Bali Strategic Plan and delivery on the ground.

33. A little over 50 per cent of the outputs in the programme of work are a direct contribution to the Bali Strategic Plan. Over 30 per cent of the outputs fall within the category of technical cooperation and will be delivered with the support of UNEP regional offices. It is estimated that some 54 per cent of Environment Fund spending (on activities and staff) contributes to implementation of the Bali Strategic Plan, compared to 62 per cent of spending from counterpart funds and 72 per cent from trust funds. The Executive Director will set guidelines for resources and staff time to be dedicated to the implementation of Bali Strategic Plan support activities in the costed work programme for 2008–2009.

34. It is worth noting that a number of significant capacity-building programmes implemented or administered by UNEP (e.g., trust funds and conventions), are not fully reflected in the programme of work as these are extrabudgetary and often have additional governance structures (such as GEF

projects, Montreal Protocol, etc.). UNEP will therefore consider ways in which these activities can be coordinated so as to provide for harmonized implementation of the Bali Strategic Plan.

B. Ensure the UNEP structure supports better delivery of the Bali Strategic Plan

35. Even if technology support and capacity-building are woven into the programme of work, UNEP still needs to make a number of organizational changes to be able to implement these activities in a more coherent way. Many of these changes have implications beyond the implementation of the Bali Strategic Plan but are considered critical for the implementation of capacity-building and technology support activities. The various task teams and reviews have identified a number of bottlenecks in UNEP operations that hinder its ability to implement the Strategic Plan effectively and to ensure the relevance and impact of the work of the organization at the national, subregional and regional levels.

36. **Improving the efficiency and utility of administrative support services to UNEP:** The task team on management and administration has reviewed United Nations Office at Nairobi administrative support functions, including procurement, contracting and budgeting, and has identified areas that need to be addressed so as to improve the ability of UNEP to be cost-effective, efficient and timely in the delivery of its services to countries. The recommendations of the task team are being implemented by the Executive Director.

37. **Developing and utilizing UNEP staff capacities:** For UNEP to succeed in implementing the Bali Strategic Plan, and indeed its entire programme of work, a critical review is required to examine how it manages people and uses the available tools and systems to define and assess job performance. The task force on management and administration has initiated such a review and has made recommendations that are being implemented by the Executive Director. In addition, the Executive Director will appoint a staff member to his office in 2007 to focus on putting in place policies and procedures for more effective hiring, management, assessment and deployment of staff.

38. **Balancing staff and activity resources:** The majority of the UNEP Environment Fund expenditure covers staff costs rather than activities. At the same time, UNEP has traditionally worked as a normative organization and thus its staff capacity for delivering implementation-oriented activities is rather limited. This is even truer when it comes to delivering ground-level technology support activities. While it should be recognized that many staff provide advisory or technical services, a balance must be struck between having sufficient staff with the right expertise and having no funds to engage partners. The Executive Director will set guidelines on the balance of spending between staff costs and activities in 2007 for implementation in 2008–2009. The Executive Director will also establish guidelines regarding numbers of staff and percentage of resources from the subprogrammes to be allocated to regional offices.

39. **Ensuring the UNEP structure supports better delivery of its work:** Being more relevant on the ground will require a higher degree of focus and clarity in the UNEP internal structure. Within its organizational structure, the UNEP regional offices are best placed to facilitate implementation on the ground and concrete measures are required to strengthen these offices. In 2007, a review will be completed to identify current overlaps in the objectives of UNEP divisions at headquarters and in the regional offices so that their roles, targets and accountabilities are clarified. In the first instance, roles will be divided as follows:

(a) The divisions are responsible for overall programme development. In areas where regional offices and partner centres do not have the required expertise, the delivery of programme outputs will be undertaken by the concerned substantive divisions in coordination with and through the regional offices;

(b) Regional offices are responsible for overall coordination in the implementation of activities and for ensuring that there is coherence within UNEP delivery processes. Regional offices are also responsible for coordinating the implementation of region-specific projects and ensuring that such projects fall within the UNEP core focus areas. Regional offices will serve as the representational arm of UNEP, ensuring that headquarters are kept informed of national and regional needs (intelligence gathering) and providing information to countries on UNEP services;

(c) UNEP partner centres will be entrusted with the delivery of programme outputs and activities in their areas of expertise such as energy or biodiversity. These centres will provide services and support to UNEP headquarters in the development of global strategies and in the implementation of global activities and, similarly, these will avail implementation support to UNEP regional offices in the implementation of regional, subregional and national activities within their areas of expertise.

40. **Establishing UNEP-wide goals and accountability:** Effective implementation of the Bali Strategic Plan requires the establishment of organization-wide goals, targets and key performance indicators. During late 2006, a process was initiated to develop supplementary indicators to help measure the achievement of UNEP objectives as set out in the 2008–2009 programme of work. The 2008–2009 programme of work will be a stepping stone towards a future planning process that aims to include the identification of organization-wide goals and targets as part of the development of the strategic framework. More rigorous means of evaluation will be put in place to establish accountability at the divisional level and harmonize individual workplans, performance indicators and reviews across divisions. A post will be established in the office of the Executive Director in 2007 to oversee the implementation of results-based management and the development and monitoring of performance and impact indicators over the coming biennium.

41. **Building quality and coherence in the design and implementation of UNEP work:** To ensure a more cohesive and targeted delivery of UNEP work on the ground, there is a need to develop a more coherent and integrated organization-wide programme of work, including activities funded by extrabudgetary resources. Financial resources in the programme of work should be delivered through one coherent project review cycle with the appropriate checks and balances to ensure high quality in the design of UNEP programmes or projects. Implementation monitoring mechanisms should be established, including external expert review, to ensure that the approval process for programmes or projects is not tardy. To assist the process, UNEP will develop an organization-wide integrated programme information system that will include information on projects, partners and expert networks. A post will be established in the office of the Executive Director in 2007 to oversee coordinated UNEP-wide programme development and implementation.

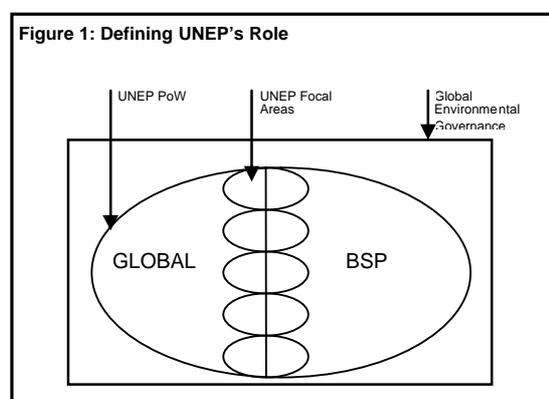
42. **Developing central access points for information:** For UNEP to better serve its partners, it must be able to showcase the wealth of tools, methodologies and knowledge that exist within the organization. The task team on information and communications technology has identified a number of areas for improvement to enable the organization to better deliver its programmes, including technology support and capacity-building. The development of a UNEP-wide knowledge management system is a key component in this respect. During 2007, a web-based system will be developed to provide partners with easy access to a UNEP menu of existing tools and methodologies. In addition, a specific post will be established in the office of the Executive Director to oversee the implementation of the recommendations of the information and communications technology task team.

C. Focus UNEP activities

43. The Bali Strategic Plan has multiple priorities. No matter how integrated capacity-building and technology support are in the programme of work and how well the organization is reshaped to address its priorities, UNEP will still not be able to deliver on all ten objectives, 13 cross-cutting issues and 19 thematic areas of the Bali Strategic Plan simultaneously. UNEP will therefore need to focus around core areas of work where it has leadership and can provide a “value added” service and where the work of UNEP can compliment the work of other UN agencies. The implementation of the Bali Strategic Plan will, therefore, include deliberate involvement of strategic partners from within the United Nations family and increasingly from civil society and the private sector. While the programme of work will be implemented in its entirety, there will be some prioritization and concentration of UNEP resources, as the organization is unable to respond to all requirements at all times (see figure 1).

44. Over the course of 2007, UNEP will develop and agree upon a list of areas of core competence and focal areas in which the organization will take a leading role. Country priorities emerging from the needs assessments will be one of the main driving forces of UNEP work. Based on these, UNEP will develop a menu of capacity-building services that it can deliver to countries and identify Bali Strategic Plan areas that are better delivered by other partners taking a lead role. Communicating with partners will be a key element in establishing focal areas.

45. UNEP activities will be driven by a number of overarching principles:



- (a) **Be country-driven and endorsed**, responding directly to the needs of countries as reflected in needs assessments;
- (b) **Focus on UNEP areas of core competence**, where UNEP possesses a body of expertise or can offer innovation;
- (c) Target areas where UNEP has a **comparative advantage** over other organizations;
- (d) **Ensure sustainability**, including through building on existing capacities;
- (e) **Establish partnerships** with national bodies (governmental and non-governmental as well as private sector) and international partners (such as United Nations organizations and the private sector) in project development and implementation or as broker for environmental issues that fall outside of UNEP's core areas of work;
- (f) **Integrate sustainable development** by linking directly to the Millennium Development Goals (especially goals 1 and 7), poverty reduction strategy papers, and the work of the United Nations Development Group and country teams at the country level;
- (g) **Mobilize resources** from outside the United Nations;
- (h) **Include outreach and communications** elements in all activities from their outset, linking activities and services to Bali Strategic Plan objectives and communicating the topic of environment for development to a wide audience.

46. These principles are in line with the Paris Declaration on Aid Effectiveness adopted by ministers of developed and developing countries in March 2005 as well as by the United Nations Development Group.

47. UNEP will primarily focus its efforts at the regional and subregional levels, where UNEP has a particular strength. Striking the right balance between national and regional/subregional implementation is key for ensuring maximum impact of the limited resources available. The environmental issues that fall outside of UNEP core areas of work will not be undertaken by UNEP but by other partners, with UNEP acting as a broker. Capacity-building and technology support activities will also be guided by the core competencies and focal areas identified.

D. Establish a strategic presence

48. UNEP is not in a position to significantly increase its national presence and will migrate towards a "strategic presence" in order to operationalize the Bali Strategic Plan. This will require global leadership coupled with strong national, subregional and regional presence where appropriate.

49. UNEP regional offices are well-placed to maintain the regional presence of the organization and to help implement UNEP work at the regional and subregional levels. In some cases, they are delivering significant capacity-building services at the national level. They are not, however, equipped to engage with all inter-agency, country-level processes involving United Nations country teams, such as post-conflict needs assessments, common country assessments, development assistance frameworks and poverty reduction strategy papers. Where UNEP already has a presence (in the form of regional, subregional or national offices, or regional seas offices, etc.) integration into and support for United Nations country programmes will become a priority and Environment Fund resources intended specifically for such engagement will be made available to regional offices.

50. Where it has no presence, UNEP is ready to consider a short-term, in-country presence for the duration of the country team planning process. This will ensure that capacity building needs of countries are fully reflected and addressed in plans drawn up by the country teams. This short term presence will also help to channel relevant divisional expertise into the planning processes (see section E below). In countries where a full-time UNEP national presence is deemed essential and a clear role has been defined for UNEP in the country team process, UNDP environmental staff and UNEP staff could come together to form United Nations environment country teams. Even in these cases, issues that fall outside the UNEP core areas of work will be undertaken by partners. This will, of course, require "buy in" at all levels in both UNEP and UNDP to be successful.

E. Engage United Nations country teams

51. The absence of UNEP from United Nations country teams has often meant the exclusion or weakening of the environmental voice in decision-making and the absence of an authority figure to

provide technical advice on how environmental needs and priorities can be mainstreamed across the work plans of each agency.

52. It is important, therefore, to strengthen the engagement of UNEP in the country team system in two key areas. First, there is a need for more systematic and coordinated engagement of UNEP in the inter-agency processes that provide the policy and financial framework for country teams. These include post conflict needs assessments, common country assessments and development assistance frameworks. UNEP will work with partners at the field level to ensure that environmental needs are integrated and costed across all sectors and that there is greater coordination of environmental capacity-building initiatives. This will be undertaken, where appropriate, in the context of pilots of the “One UN” approach advocated by the United Nations High-level Panel on System-wide Coherence in its report entitled “Delivering as One”.

53. Second, UNEP engagement must be strengthened in the provision of environmental technical advice to country team members both during the project development phase and during project implementation. UNEP is not in a position to engage fully in every country team process, but strategic involvement in a greater number is necessary to enhance its impact on the ground. Where UNEP has a clear comparative advantage it will help implement activities identified in the country plans and where others are better placed to implement activities, UNEP will act as a broker.

54. In early 2007, UNEP will bring together relevant UNEP entities that have worked at the country level within the United Nations Development Group and country team processes to develop a strategic step-wise approach to country engagement. This strategy will identify clear criteria for engagement with country teams, detailing how UNEP will align itself with the programme and project cycles of the country teams, determining which country teams will receive UNEP support from an in-country presence and which will receive remote support, and identifying the country team planning processes in which UNEP will be involved in 2007, 2008 and 2009.

55. Based on the strategy, UNEP will develop a detailed plan for engagement with the country team planning processes in 2007–2009. The plan will identify the regional office and divisional staff needed to participate in the United Nations Country Team planning processes and the resources required for their participation. The UNEP New York office (UNDG focal point) will consult with the United Nations Development Group on the UNEP strategy and plan. They will also work to ensure that Development Group guidance to country teams takes into account environmental issues and considers the role of UNEP.

56. During 2007, UNEP-designated teams will provide short-term, in-country presence for the duration of planning processes as determined by the detailed plan for engagement with the country team planning processes. Additional resources will be provided to the divisions and regional offices to facilitate their participation in the country team planning processes.

F. Engage with the United Nations Development Group and the Environment Management Group

57. Working through the United Nations Development Group can enable UNEP to help shape the environmental capacity-building and technology support programmes of United Nations agencies in an effective manner. UNEP will still need to engage with United Nations country teams, particularly on contributions to the preparation of common country assessments, United Nations Development Assistance Frameworks and poverty reduction strategy papers but working closely with UNDG will enable UNEP be strategic so as to have maximum impact without needing to be present during every country process.

58. The Environment Management Group, established to enhance United Nations system-wide inter-agency cooperation in the field of environment and human settlements, is well placed to foster communications between United Nations organizations and multilateral environmental agreement secretariats and to promote cooperation and synergies in the implementation of capacity-building and technology transfer activities. The Group can facilitate information exchange on lessons learned in the area of capacity-building and help make members aware of each others’ capacity-building activities. Direct linkages between UNDG and the Environment Management Group, currently being formalized, will further help this information sharing and foster greater inter-organizational synergies.

G. Streamline and strengthen partnerships

59. Before UNEP can operate in a country, it should select an implementation partner or partners to facilitate its involvement in that country. Ministries responsible for the environment, natural resources and sustainable development should be consulted during the selection process. Decisions to establish partnerships should be made on a case-by-case basis, and assessment made of where UNEP has a comparative advantage in terms of the expertise and services it can offer taking local realities into account.

60. Engaging with partners is not new to UNEP. Working with a select range of partners will be crucial to maximizing the impact of UNEP activities, given UNEP resource constraints and limited country presence. If a considerable portion of the UNEP programme of work is to be implemented through national partners, there is a need to define precisely how the organization will engage more strategically with partners. A clear strategy is needed to ensure that UNEP maintains its visibility when implementing its programmes through partners and criteria must be developed for the selection of appropriate partners.

61. Five types of partners could be the main vehicles for UNEP on-the-ground operations:

- (a) Service partners like the United Nations Office for Project Services (UNOPS) and UNDP that can provide administration and financial support;
- (b) United Nations country team implementation partners, which can provide substantive, technical and on-the-ground service support;
- (c) Non-United Nations scientific and technical partners, collaborating centres and non-governmental organizations that could be contracted by UNEP to help implement its activities;
- (d) Ministries responsible for the environment, natural resources and sustainable development, who should be both partners in and beneficiaries of on-the-ground activities. Ministries responsible for economic, development, trade and industrial policies should also be engaged as partners on cross-cutting themes and to mainstream environmental considerations into other policies;
- (e) Private sector partners, who can provide funds and expertise for the implementation of specific technology support and capacity-building initiatives, as well as entry points for mainstreaming environmental issues in other sectors.

62. The main UNEP entry points are at the regional and subregional levels. National work will be undertaken where UNEP can offer clear added value and it will be carried out in partnership with organizations on the ground. Even then, there will be many environmental issues that fall outside of the UNEP core areas of work and these will not be addressed by UNEP but by other partners, with UNEP acting as a broker.

H. Strengthen the strategic partnership with UNDP

63. Strengthening the strategic partnership with UNDP is key to UNEP being able to scale up its capacity-building and technology support activities. The partnership can also serve as a model for collaboration with other United Nations agencies. There is a long history of cooperation between UNEP and UNDP. The implementation of the UNEP-UNDP memorandum of understanding has not yet, however, realized its full potential. In the first instance, a review is needed to evaluate current cooperation between UNEP and UNDP in relation to the Bali Strategic Plan. In addition, significant commitments to further deepening the cooperation between the two programmes are planned in the context of the Bali Strategic Plan in a number of areas, including:

- (a) Establishment of a joint facility for poverty and environment based in Nairobi with senior staff from UNDP and UNEP, to help scale up the Poverty and Environment Initiative and build on the current UNDP-UNEP partnership in implementing the Initiative in Africa;
- (b) Cooperation under the UNDP-led Millennium Development Goal-support programme;
- (c) Joint activities in the field of chemicals;
- (d) Joint capacity-building programme focussing on least developed countries and small island developing States on enhanced management of the global environment with GEF support;
- (e) Cooperation on the preparation of the next Human Development Report;

(f) Harmonization of UNDP and UNEP operational procedures, administrative and financial systems.

(g) Partnership vis-à-vis the Adaptation Fund and joint work to help countries achieve sustainable development in the face of climate change, to reduce the vulnerability of the poor, to build resilience and to enhance the capacity of both the public and private sectors in sub-Saharan Africa and other countries to successfully access the Clean Development Mechanism.

64. The planned joint facility for poverty and environment will offer a unique opportunity to create a more visible and effective vehicle for the provision of management, delivery and technical support to future efforts to mainstream environment into national development strategies, budget processes and investment programmes, and the facility will be a cornerstone in the implementation of the Bali Strategic Plan.

65. To ensure progress, practical arrangements are needed between UNEP regional offices and UNDP regional bureaus to service and strengthen the work of the country offices. In addition, joint country-level and subregional project development, fund-raising and implementation in areas of common interest must be encouraged and receive support from both UNEP and UNDP headquarters.

I. Establish strategic partnerships in the context of the Global Environment Facility

66. Establishing a strategic partnership within the context of GEF is critical in enabling UNEP to scale up its capacity-building and technology support activities. UNEP is currently identifying its mandate and future role in relation to GEF. The goal is to develop a portfolio of GEF projects that draw on UNEP comparative strengths and meet the needs of developing countries and countries with economies in transition, especially within the framework of the Bali Strategic Plan. The fourth phase of GEF (2006–2010) gives UNEP the opportunity to shape GEF capacity-building support to countries, focusing on cost efficiency, integration and impact.

67. A GEF/UNDP/UNEP partnership capacity-building programme will be developed and implemented within the fourth phase of GEF and beyond. The programme would be primarily a joint GEF-UNDP-UNEP initiative, but other partners such as the World Bank, convention secretariats, non-governmental organizations and regional institutions will be involved in the development of the programme and their roles defined.

68. The programme will initially cover countries that have completed their national capacity self-assessment (about 50) and will respond to capacity-building priorities identified by countries in their assessments. Broadly, the programme may include the following capacity-building support components:

- (a) Strengthening institutional capacities and coordination for the implementation of multilateral environmental agreements and country programming (led by UNDP);
- (b) Integrated environment assessment, reporting, information and data (led by UNEP);
- (c) Harmonizing and mainstreaming policy, regulatory and legal frameworks, including systems for compliance and enforcement (led by UNEP);
- (d) Financial mechanisms, human resources and technology (led by UNDP);
- (e) Monitoring, evaluation and learning system (led by UNDP).

69. The role of UNEP in the programme will be based on its comparative advantages working on the above-mentioned themes. UNEP expertise within the substantive divisions as well as UNEP cooperating centres will be mobilized in support of programme implementation. The execution of country-level activities will be by appropriate national lead agency with direct support from the implementing and partner agencies.

J. Increase South-South programmes

70. South-South cooperation is one of the key mechanisms for implementing capacity-building and technology support projects on the ground. In view of the broad scope of the partnerships and implementation envisaged under the Bali Strategic Plan, the operationalization of South-South cooperation will entail engaging with a wide range of partners and organizations to:

- (a) Identify and incorporate the roles of institutions and centres of excellence in the South to harness their potential in the delivery of technology support and capacity-building expertise, advisory services, application of South-South solutions, among other things;

- (b) Foster institutional linkages and networks to facilitate the sharing and exchange of knowledge, information, expertise, advisory support and services, opportunities for joint activities;
- (c) Facilitate the identification, generation and dissemination of South-specific best practices and solutions to promote their replication or adoption in other countries and regions of the South;
- (d) Develop triangular cooperation partnerships to leverage complementary resources and specialized technical expertise for identified South-South Cooperation activities;
- (e) Liaise and consult with regional cooperation initiatives (such as the China-Africa Cooperation Forum and the New Asian-Africa Strategic Partnership) as well as emerging economies (such as Brazil, India, South Africa, Thailand) to establish strategic partnerships and leverage specialized South-specific technologies to address shared environment and development problems;
- (f) Develop alliances with the scientific and research communities, civil society and the private sector to tap into their technical and technological resources and services to enhance UNEP delivery of capacity-building and technology support to recipient countries in the South;
- (g) Carry out targeted outreach and awareness-raising activities to promote South-South cooperation as a key implementation mechanism of the Bali Strategic Plan;
- (h) Implement national and local level demonstration and pilot projects on emerging themes to build grassroots capacity (especially environmentally sound technologies).

71. UNEP will also develop a strategic North-South programme as a mechanism for implementing capacity-building and technology support projects on the ground. This will entail engaging centres of excellence in the North with a wide range of national and regional partners and organizations in the South, especially in the area of environmental data, information and assessment.

IV. Financing

72. The Bali Strategic Plan should be implemented through a combination of voluntary financial mechanisms and the Environment Fund. The 2008–2009 programme of work has allocated over 50 per cent of the Environment Fund resources to the implementation of outputs that are a direct contribution to achieving the objectives of the Bali Strategic Plan. This progression clearly shows that the Bali Strategic Plan is helping to shape the activities and direction of UNEP and an indication that technology support and capacity-building have been mainstreamed within UNEP.

73. To fully implement the Bali Strategic Plan, however, new and additional finance mechanisms and fund-raising strategies will need to be developed by UNEP. Some practical suggestions include:

- (a) **Reorienting internal resource allocation:** While additional funds will be needed, a great deal can be gained from shaping the way existing funds are allocated. A fixed percentage of the programme of work and of each divisions' Environment Fund and partnership resources could be set aside for Bali Strategic Plan implementation;
- (b) **Bali partnership agreements:** The existing partnership and framework agreements with donor countries could be re-focused on the promotion of cross-divisional projects that focus on the implementation of capacity-building and technology support activities. The partnership agreements could address some of the suggested UNEP core competency areas or prioritized requests from countries;
- (c) **Expanding private sector collaboration:** Possibilities include corporate social and environmental responsibility, conservation finance instruments, the United Nations Global Compact, partnerships with foundations and relevant economic sectors (such as aviation and tourism). It might also be feasible to establish joint equity funds or technology support funds and mechanisms to promote environmentally sound technologies and products;
- (d) **Using the Bali Strategic Plan as a tool to assist countries in fund-raising:** UNEP could act as an intermediary and assist countries, subregions and regions to develop donor forums to raise the funds needed to address priority capacity-building and technology support needs in a fixed number of areas. Some of these funds could be channelled through UNEP in its areas of core competency, others could be channelled through other development partners at the national and international level;
- (e) **Mobilizing other donors, including joint proposals with UNDP or GEF:** UNEP could develop mechanisms to promote the implementation of the Bali Strategic Plan through funding

sources other than UNEP, including international financial institutions, GEF, separate trust funds (e.g., the Multilateral Fund for the Implementation of the Montreal Protocol), bilateral donors, international finance institutions and export credit agencies.

74. The five-step approach suggested above will require the appropriate allocation of staff and resources to these fund-raising activities. UNEP needs to invest in fund-raising and developing sound financial mechanisms and not treat these as peripheral tasks for programme managers. Regional offices should play a role in fund-raising, including providing support in strengthening relations with donor-ministries, regional development partners, such as regional development banks and funds, as well as private sector donors.

V. Concluding remarks

75. The full and coordinated implementation of the Bali Strategic Plan implies significant changes for UNEP and the way the organization conducts its work. These changes include transforming UNEP systems and processes for project implementation, increasing dramatically the amount of work that is undertaken with and through strategic United Nations and non-United Nations partners, strengthening UNEP regional offices and other mechanisms for establishing a strategic presence in countries and regions, and integrating fully into United Nations country teams and programmes. Changes are also required in the activities and outputs contained in the UNEP programme of work so as to ensure a greater integration of technology support and capacity-building components.

76. There are clear signs that UNEP has already responded to the Bali Strategic Plan and brought about many of the changes outlined above. More is needed, however, before UNEP will be in a position to implement technology support and capacity-building activities effectively and efficiently and respond to country needs in a more timely fashion. The strategy outlined in the present document sets out the steps being taken by the organization to fully implement the Bali Strategic Plan, but also demonstrates that the Bali Strategic Plan is shaping the work and direction of the organization.

77. The challenge now lies with the implementation of the Bali Strategic Plan and changing UNEP in such a way that it meets the demands of Governments and fulfils its role as the legitimate global environmental voice of the Member States of the United Nations.

Annex

Examples of the implementation of Bali Strategic Plan elements at the national and regional levels

Indicative list of main areas of technology support and capacity-building activities (as contained in document UNEP/GC.23/6/Add.1 - para. 20)	Implementation
(a) (i) Strengthening of national and regional environmental or environment-related institutions (government institutions, judiciary, enforcement)	<p>Development of national environmental law In Botswana, UNEP assisted in drafting reports on the review of existing laws, regulations and guidelines on environmental impact assessment; in the review, strengthening and harmonization of environmental law on biosafety; development, strengthening and harmonization of hazardous wastes management laws and regulations; and drafting a training manual on environmental law.</p> <p>In Burkina Faso, UNEP assisted in drafting implementation texts on forest code; legal texts on classified installations and taxes relating to polluting activities and a report on the role and attributions of the committee of the Commission on Sustainable Development in charge of environmental legislation.</p> <p>In Kenya, UNEP organized the Kenya National Judicial Colloquium to raise awareness on the role of judges in implementing and enforcement of the Environmental Management and Coordination Act (January and April 2006).</p> <p>In Lesotho, UNEP assisted in the drafting of the toxic and hazardous chemicals (control and management) bill 2006; the draft hazardous and non-hazardous waste management regulations and bill, 2006; the report on development and harmonization of hazardous waste legislation and the draft Nature Conservation Bill.</p> <p>In Malawi, UNEP assisted in formulating the draft chemicals and toxic substances management regulations 2006; the draft technical report on waste; and the draft environmental management regulations on sanitation 2006.</p> <p>Training seminar on environmental law drafting for French-speaking countries held in Bamako, Mali, March 2006. Participants to the meeting were from Benin, Burkina Faso, Burundi, Cape Verde, Cameroon, Central African Republic, Gabon, Guinea, Mali, Niger, Sao Tome and Principe, Senegal and Togo.</p> <p>SADC subregional meeting on the development and harmonization of environmental law and institutions in Botswana, Lesotho, Malawi and Swaziland held in Gaborone, Botswana, May 2006.</p>
(a) (iv) Assistance for facilitating compliance with and enforcement of obligations under multilateral environmental agreements and implementation of environmental commitments	<p>Communication, education and public awareness Public awareness programme on climate change issues implemented in Africa (Kenya, Ghana, Namibia), Europe (Russian Federation, Albania, Georgia, Armenia), Asia (Cambodia, Uzbekistan) and the Caribbean (St. Lucia).</p> <p>Legislation to implement chemicals-related MEAs in Tonga UNEP is cooperating with the South Pacific Regional Environment Programme (SPREP) and the Government of Tonga to develop draft national legislation on chemicals and wastes-related MEAs.</p>

	<p>Legislation to implement forestry-related MEAs in Liberia UNEP is working with Green Advocates (Liberian NGO), the Environmental Law Institute, and the US Forestry Service in revising legislation and regulations to incorporate Liberia's international commitments, including relevant provisions of MEAs and other international environmental law.</p> <p>Capacity-building for MEAs negotiators A manual entitled "Negotiating and Implementing MEAs: A ten-module Training Manual for NGOs Working on Multilateral Environmental Agreements" has been developed and tested in partnership with the Foundation for International Environmental Law and Development, South Asia Cooperative Environment Programme, SPREP. Three regional and two national training workshops have been held to accompany manual: -South Asia regional training course, Colombo, Sri Lanka (October 2005); -Pacific regional training course, Lautoka, Fiji (November 2005); -National Workshop for MEA negotiators in the South Pacific, Majuro, Marshall Islands (April 2006), and Ponape, Federated States of Micronesia (April 2006); -National Workshop for MEA negotiators in the South Pacific, Fiji (August 2006); -Regional Workshop for MEA negotiators in the South Pacific, Samoa islands (September 2006).</p> <p>Compliance Assistance Programme under the Montreal Protocol In 2006, the Multilateral Fund for the Implementation of the Montreal Protocol approved US\$ 7.7 million for UNEP to provide the Capacity Assistance Programme (CAP) to developing countries to enable them to achieve and sustain compliance with the Montreal Protocol. With UNEP assistance, countries are able to make informed decisions about alternative technologies and ozone-friendly policies. In 2006, the capacity-building services consisted of:</p> <ul style="list-style-type: none"> • Information clearinghouse that promotes the overall visibility of the Montreal Protocol and the Multilateral Fund achievements and supports the development and implementation of regional and national information, education and communication strategies; • Regional networks of ozone officers that promote the exchange of information, experience and know-how required to meet the Montreal Protocol commitments, report data, set and enforce policies, adopt technologies and effectively manage the national ozone unit; • Capacity-building activities that help developing countries and countries with economies in transition (CEIT) to build national capacity and create an enabling environment for the implementation of national ozone-depleting substances phase-out programmes; • Sector-specific direct assistance related to policy, enforcement and customs, and management of refrigerants, halon and methyl bromide. <p>Additionally, UNEP received funding in 2006 to support the GEF ozone focal area for CEIT with similar objectives as those of the Multilateral Fund in the field of capacity-building and institutional strengthening, notably in the area of the phase out of methyl bromide.</p>
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	<p>Green Customs Initiative A partnership of seven convention secretariats and three international organizations to build the capacity of the monitoring and enforcement officers for preventing the illegal trade in environmentally damaging substances and facilitating the trade in alternative substances.</p>
<p>(a) (v) Preparation, integration and implementation of environmental aspects of national sustainable development plans</p>	<p>Sustainable trade and poverty reduction: new approaches to integrated policy making at the national level Nine country projects were undertaken to build national-level capacities for assessing the impact of planning and development policies on sustainable development objectives and developing policy responses to these assessments. The projects were undertaken in the following countries and implemented by proponent governments and national institutions designated by governments:</p> <ul style="list-style-type: none"> • Brazil: Integrated assessment and planning in the context of the Sustainable Amazon Plan: with a focus on the BR-163 Highway area of influence and the soybean sector; • Chile: Integrated assessment of the Ministry of Agriculture's Environmental Agenda: with a focus on the forestry, pork meat and wheat sectors; • Colombia: Integrated assessment of agricultural trade liberalization: with a focus on the corn sector; • Czech Republic: Integrated assessment of the ways in which National Development Plans are evaluated; • Indonesia: Integrated assessment of the poverty reduction strategy paper with a case study on sustainable fishery initiatives; • Kenya: Integrated assessment of the Energy Policy: with a focus on the transport and household energy sectors; • Lebanon: Integrated assessment of the Association Agreement with the EU: with a focus on the olive oil sector; • Russian Federation: Integrated assessment of the Tomsk Oblast Development Strategy; and • Uganda: Integrated assessment of the National Trade and Fisheries Policies. <p>Integrated assessment of the impact of trade liberalization on the rice sector Country-led studies were undertaken in China, Colombia, Indonesia, Nigeria, Senegal and Viet Nam on the environmental, social and economic impact of trade liberalization in the rice sector. These studies provide a basis for formulating appropriate measures to ensure the rice sector in these countries supports sustainable development objectives.</p> <p>Integrated assessment of trade-related policies and biological diversity in the agricultural sector Based on national experiences, a trade and biodiversity assessment reference manual is being developed to provide guidance for assessing trade-related policies in the agriculture sector at the national level. This will lead to strengthened capacity for coordination and harmonization of sustainable development, poverty reduction and biodiversity conservation objectives at the national level. The reference manual's assessment methodologies and tools will be applied in six pilot countries: Cameroon, Jamaica, Madagascar, Mauritius, Papua New Guinea and Uganda. Information about potential social and environmental impacts, including biodiversity impacts, will be used by to inform trade negotiations and national policy development.</p>

	<p>Promoting trading opportunities for organic agricultural products in East Africa In Kenya, the United Republic of Tanzania and Uganda, the joint UNEP-UNCTAD Development Capacity Building Task Force on Trade, Environment and Development initiated a project to support sustainable trade, environmental protection, food security and poverty reduction by promoting the production and export of organic agricultural products and the development of a common East African organic agricultural standard.</p> <p>Enhancing national capacities to assess wildlife trade policies in support of CITES This two-year multidisciplinary project, initiated in 2005, will promote sustainable development by enhancing the capacities of developing countries and CEIT to assess, design and implement effective national wildlife trade policies. The project responds directly to calls by governments for international support in the review of their wildlife trade policies, and will be run in cooperation with the Graduate Institute of Development Studies and the CITES secretariat.</p>
<p>(a) (viii) Support to national and regional institutions in data collection, analysis and monitoring of environmental trends</p>	<p>Global, regional and subregional environmental assessments</p> <ul style="list-style-type: none"> • Regional and subregional assessment processes such as: tsunami-impacted mangroves of Asia, The Pan-European State of Environment Report, the third GEO for Latin America and the Caribbean, the Central Asia Integrated Environmental Assessment (IEA) report as well as the reports from Great Mekong subregion and South Asia; the second Africa Environment Outlook report (AEO-2); ten national status of environmental impact assessment (EIS) reports (Burkina Faso, Egypt, Ethiopia, Ghana, Lesotho, Senegal, Seychelles, Tunisia, Uganda and Zambia), the preparation of the “Carpathians Environment Outlook (KEO)”, involving seven countries of this region (Czech Republic, Hungary, Poland, Romania, Serbia, Slovakia and Ukraine); South Asia Environment Outlook. • Support for the preparation of national state of environment reports and EIAs in Argentina, Bahrain, Chile, Emirate of Abu Dhabi, Lao People’s Democratic Republic, Peru, Qatar, Syria and Yemen. • In 2006, GEO national processes were initiated in Belize, Cuba, Ecuador and Uruguay. • The GEO Cities Project: In 2006, a process to prepare the AEO for Cities reports was launched in the three cities of Dakar, Lusaka and Nairobi. At present, over 35 cities in LAC region have joined the GEO Cities assessment network in LAC. Two metropolitan areas, Lima and Callao (Peru) and the Metropolitan Area of Central Costa Rica completed and launched their assessments in 2006. Four other cities, Rosario (Argentina), Cobija (Bolivia), El Alto (Bolivia) and Cartagena (Colombia) also started their assessment processes in 2006. • Produced The Environment Outlook for Youth (AEO-for-Youth) and is promoting youth participation in activities for sustainable development, included the completion of assessments for Cuba, and the start of processes for Chile, Colombia, Morelos and Veracruz in Mexico, Panama, Lima and Callao in Peru, and Uruguay and Brazil. A subregional assessment has been completed in Central America and is underway for the Caribbean. • Integrated environment and health assessment (GEO Health) pilot projects in Argentina and Brazil. <p>Access to data and information on environmental challenges and emerging issues</p> <ul style="list-style-type: none"> • Regional versions of the GEO Data Portal in developing regions. Four major workshops were organized in the Africa region; UNEP has completed the first phase of the GEO West Asia Data Portal. • Indicators of the Latin American and Caribbean Initiative for Sustainable Development (ILAC); Mexico, Costa Rica and Argentina have applied this at the national level and published their reports in 2006.

	<ul style="list-style-type: none"> • National Environmental portals (pilots) to provide electronic access to environmental monitoring data. • Mapping of national assessment landscapes (including eight national level; pilot studies – two per region: Africa, Asia/Pacific, LAC, Eastern Europe, Caucasus and Central Asia (EECCA)). <p>Development of and participation in data and assessment networks and partnerships</p> <ul style="list-style-type: none"> • Within the framework of the African Environment Outlook, UNEP is implementing the Africa Environment Information Network (AEIN) to strengthen national capacities in information management in twelve countries (Burkina Faso, Egypt, Ethiopia, Ghana, Lesotho, Senegal, Seychelles, Tunisia, Uganda and Zambia) and the five subregions: Eastern, Northern, Southern and Western Africa and the West Indian Ocean States. Additional funds are being used to extend AEIN to an additional 23 countries (Algeria, Angola, Benin, Botswana, Burundi, Cameroon, Central African Republic, Chad, Congo (Republic of the), Gambia, Kenya, Libyan Arab Jamahiriya, Madagascar, Malawi, Mali, Mauritania, Morocco, Namibia, Niger, Rwanda, South Africa, Sudan, United Republic of Tanzania). • UNEP convened the UNEP-GCC Meeting of Focal Points on Environmental Information Networks in GCC Countries, in June, 2006, and the West Asia Expert Group Meeting on Environmental Information Networking. UNEP also provided technical support to the league of Arab States on the organization Arab expert group meeting on sustainable development indicators in December 2006. • North–South and South-South partnership and support to Bali Strategic Plan (Piloting Environment Watch). • South-South fellowships programme.
<p>(a) (x) Facilitating access to and support for environmentally sound technologies and corresponding know-how</p>	<p>Sustainability assessment of technologies</p> <p>To assist countries in assessing technologies from a sustainability viewpoint, UNEP has developed a methodology on “Sustainability assessment of technologies”. An intensive training course was delivered to the participants from government authorities, industries, National Cleaner Production Centre and other Cleaner Production service providers in Viet Nam to build capacity at local level. Another training course was delivered in cooperation with International Centre for Environmental Technology Transfer.</p> <p>Training course on sustainable building and construction for urban managers in local governments in Asia-Pacific.</p> <p>Support to establishment of an African cities energy network for information-sharing on energy strategies among city governments in southern Africa.</p> <p>Technical materials to assist national partners (e.g., national cleaner production centres) to facilitate implementation of sustainable consumption and production policies and life-cycle approaches and to support capacity-building in countries.</p> <p>Training events for national counterparts and existing and future training centres to support national implementation of MEAs through the use of preventive methods in sustainable consumption and production such as life-cycle assessments, technology assessments, product design, and environmental accounting.</p>

<p>(a) (xii) Promotion of sustainable consumption and production patterns, including support for cleaner production centres</p>	<p>Sustainable consumption and production for poverty alleviation</p> <p>A multi-year project to assist developing countries to integrate sustainable consumption and production (SCP) in their economic development programmes and in their strategies for poverty alleviation is being initiated as part of the implementation phase of the Marrakech Process. This will facilitate investment in sustainable provision of basic needs, in particular, food, water, energy for housing and solid waste management, the integration of SCP objectives and activities into poverty reduction strategies and national development plans, and carry out demonstration projects at the local level on the design and application of supportive public policies, market-based incentives, sustainable technologies, information and awareness-raising tools for SCP. This project builds on ongoing work to develop a manual on the integration of SCP into PRSPs, in collaboration with Ghana and Senegal.</p> <p>Marrakech task forces</p> <p>Task forces have been created under the Marrakech Process, with participation of experts from developing and developed countries, to support the implementation of concrete projects, focus on specific themes of SCP, and strengthen North-South cooperation on SCP. The Marrakech task forces are voluntary initiatives led by countries that, in co-operation with other partners, commit themselves to national level activities on SCP. So far, seven task forces have been formed, with the support of specific developed countries. These are on: Tourism (France), Sustainable Building and Construction (Finland), Cooperation with Africa (Germany), Sustainable Education for Sustainable Consumption (Italy), Sustainable Lifestyles (Sweden), Sustainable Procurement (Switzerland), Sustainable Products (United Kingdom of Great Britain and Northern Ireland).</p> <p>National Cleaner Production Centres</p> <p>UNEP and the United Nations Industrial Development Organization (UNIDO) have cooperated since 1994 in establishing and building capacity in the global National Cleaner Production Centre (NCPC) network, which consists of 35 centres worldwide. The network functions as a catalyst for uptake of new environmental management approaches in industry in over 70 countries. NCPC activities in 2006 focused on developing a cleaner production (CP) tool to support implementation of MEAs; establishing the African Roundtable on SCP; greenhouse gas emission reduction from industry in Asia through CP for energy systems; and training for NCPCs from Latin America, Eastern Europe and North Africa on energy efficiency and CP.</p> <p>The Life Cycle Initiative (LCI)</p> <p>Since 2002, the LCI has supported the application of life-cycle approaches in key sectors worldwide, like housing, mobility and food. Within the LCI regional networks for capacity-building have been created for Africa, Eastern Europe, Latin America and Southeast Asia. These promote (a) knowledge on successful applications of life cycle approaches addressing waste management, natural resources, chemicals, energy and water, (b) the use of life cycle approaches by influencing management decisions in business and administration related to key consumption clusters, (c) strengthening product policies and product development programs, and (d) sustainable development in emerging and developing economies by creating capacity in the use of life cycle approaches in key public policy and business stakeholders, including in the supply chain in resource intensive sectors.</p>
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	<p>Education for sustainable consumption UNEP-United Nations Educational, Scientific and Cultural Organization (UNESCO) youth exchange is a project aimed at building capacity among educators on how to communicate effectively and in an innovative way about sustainable consumption to young adults. The project is implemented in more than 15 countries and involves a global coordination service in UNEP and local partners, who are often a national government but can also be consumer, NGOs or local authorities. The project is part of the United Nations Decade of Education for Sustainable Development.</p> <p>Capacity-building for sustainable procurement (SP) In 2004, UNEP initiated a series of training sessions on sustainable procurement for public officials. The training materials are the result of collaboration between UNEP, the World Bank and UNDP/Inter-Agency Procurement Services Office (IAPSO). The training aims to raise awareness of sustainability and SP among procurers in national authorities in developing countries. Training sessions have already been carried out in Ghana (June 2004), Morocco (June 2006) and Argentina (November 2006).</p>
<p>(b) (i) Biological diversity, including biosafety and the issue of invasive species</p>	<p>Development of national biosafety frameworks project by UNEP/GEF This project aims to assist GEF-eligible countries that have signed the Cartagena Protocol on Biosafety to implement the Protocol by preparing national biosafety frameworks and promoting regional and subregional cooperation through regional and subregional workshops. The project is being implemented in 130 countries; nine countries (Czech Republic, Egypt, Estonia, Lithuania, Mauritius, Moldova, Slovakia Republic, Tunisia and the United Republic of Tanzania) are implementing the biosafety framework; two more countries (Viet Nam and Cambodia) are in the process of joining the project.</p> <p>Building capacity for effective participation in the Biosafety Clearing House of the Cartagena Protocol The objective of the project is to develop core human resources and establish appropriate Biosafety Clearing House (BCH) infrastructure to enable eligible countries to fully participate and benefit from the BCH. The project facilitates the ability of eligible countries to access scientific, technical, environmental and legal information on Living Modified Organisms (LMO). The project assists in ensuring an adequate level of protection for biodiversity in the field of safe transfer, handling and use of LMOs. UNEP/GEF is supporting 139 countries in this project.</p>
<p>(b) (iv) Fresh water resources</p>	<p>Integrated Water Resources Management (IWRM) In South-East Asia, guidelines for project monitoring under the integrated water resources management project were introduced in seminars for focal point organizations in Cambodia, Lao People's Democratic Republic, Malaysia, Philippines, Thailand and Viet Nam. A training of trainers for 60 participants on IWRM planning and implementation for Thai river basin organizations was organized. In Myanmar, training on environmental aspects in IWRM was organized. In Central America, workshops were organized on formulation of a national IWRM plan in Managua, Nicaragua (July 17–18), and Tegucigalpa, Honduras (July 12–13). In Guatemala, technical assistance was provided to train indigenous communities in water resources management (including training material in four indigenous languages).</p> <p>In Latin America, a pilot project on technology support for water quality improvement in the city of Bocaina (Brazil) is being implemented in collaboration with International Lakes Environment Committee (ILEC). An artificially constructed wetland will be designed to further treat water from a sewage treatment plant discharging into the Bocaina</p>

	<p>River. The project also includes capacity-building in local authorities and the partner institution in the design and construction of artificial wetlands as well as disseminating the experience through the municipalities.</p> <p>UNEP is providing advisory services to Wuxi City Municipality, China, to assess the environmental condition of Tai Hu lake and related freshwater bodies. Recommendations were provided to the municipal government on the restoration of Maylang Bay and Li Hu lake, with particular attention to water quality improvement and related technical applications. ILEC was a collaborating partner.</p> <p>UNEP started to cooperate on an ongoing Cities Alliance (CA)–GTZ project for urban upgrading strategy development in the City of Yangzhou, China. UNEP will provide guidance for an independent review of strategies and recommendations related to water and wastewater management aspects of the project</p>
<p>(b) (vi) Oceans and seas and coastal areas, including regional seas and the protection of the marine environment from land-based activities</p>	<p>The UNEP Regional Seas Programme (UNEP RSP)</p> <ul style="list-style-type: none"> • Regional Coordinating Units in the Red Sea and Gulf of Aden, Eastern Africa, the Mediterranean and the Caribbean have benefited from increased institutional strengthening. • Two legal capacity-building training workshops on implementing legislation and strengthening institutional structures for improved compliance and enforcement were held in 2005 in the Caribbean and the Pacific. • Through the support of RSP, marine protected areas have been identified and increased significantly in the Caribbean, Mediterranean, and Eastern Africa regions, amongst others. <p>Global Programme of Action for the Protection of the Marine Environment from Land-based Activities- national programmes of action</p> <ul style="list-style-type: none"> • More than 60 national programmes of action currently implement the Global Programme of Action, either through specifically designed national programmes of action, or through national programme of action-related processes such as national development policies, programmes, initiatives and frameworks. Supported by strong collaboration with GEF, donor countries and international and regional partners, national programmes of action are in place, albeit at different stages of implementation, as follows: 17 in Africa (Algeria, Angola, Benin, Côte d'Ivoire, Egypt, Equatorial Guinea, Ghana, Guinea-Bissau, Liberia, Libyan Arab Jamahiriya, Morocco, Nigeria, Sao Tome and Principe, Sierra Leone, Tunisia, Togo, United Republic of Tanzania) , seven in Asia and the Pacific (Australia, Bangladesh, China, India, Pakistan, Sri Lanka and Tonga), 19 in Europe (Albania, Bosnia and Herzegovina, Croatia, Cyprus, Finland, France (Mediterranean), Greece, Iceland, Israel, Italy, Kazakhstan, Malta, Monaco, Serbia, Montenegro, Slovenia, Spain, Russian Federation (Caspian Sea and Arctic), Turkey (Mediterranean) and Turkmenistan), 15 in Latin America and the Caribbean (Barbados, Belize, Brazil, Chile, Colombia, Costa Rica (Caribbean), Ecuador, Honduras, Jamaica, Mexico (Caribbean), Panama, Peru, St. Lucia, the Bahamas, and Trinidad and Tobago), and four in West Asia (Lebanon, Occupied Palestinian Territories, Syria and Yemen). • Countries that have finalized the development of national programmes of action are in most cases moving to implementation through pilot projects to address priority issues, including in Bangladesh, India and Sri Lanka in South Asia, Republic of Korea, the Philippines and Viet Nam in South-east Asia, and in the 21 member countries of the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean (Barcelona Convention).

	<ul style="list-style-type: none"> • UNEP is collaborating with the Organization of Eastern Caribbean States to integrate national programme of action-related activities and financing and strategic planning into the national environment management strategies of its member countries (Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines). • A partnership has been developed with the regional seas secretariats, to provide technical support to help develop national programmes of action. This regional strategy has proven successful and is currently being applied in the South-east Pacific (Chile, Colombia, Ecuador, Panama and Peru), the Wider Caribbean (Barbados, Jamaica, St. Lucia, and Trinidad and Tobago), the Caspian Sea (Azerbaijan, Islamic Republic of Iran, Kazakhstan, Russian Federation and Turkmenistan), and the South Pacific (Tonga and others planned) and South Asia (Bangladesh, India and Pakistan). • In Quito, UNEP assisted the National Water Fund (Fondo Nacional del Agua or FONAG), in strengthening its institutional arrangements and in preparing projects for more sustained and increased funding. <p>National programmes of action supported by GEF</p> <p>In the Mediterranean region, development of the national programme of action was initiated under the project “Determination of priority actions for the further elaboration and implementation of the Strategic Action Programme for the Mediterranean Sea to address pollution from land-based activities for the Mediterranean Sea”. Twenty-one countries bordering the Mediterranean Sea have benefited from this project. National programme of action development is also underway in several countries of Eastern Africa through the “Addressing land-based activities in the Western Indian Ocean project”, in Western and Central Africa under the “Combating living resource depletion and coastal area degradation in the Guinea current large marine ecosystem through ecosystem-based regional actions project” and in the East Asia region through Partnerships in Environmental Management for the Seas of East Asia.</p> <p>As a follow-up, a number of studies on specific issues were carried out. Those studies included a comparative review of legislation, an economic valuation of mangroves, and consideration of the rules and procedures that are currently in place to prevent the further degradation of the coastal and marine environment by physical alteration and destruction of habitats. Twenty-two countries were covered by the studies, including Bangladesh, Belize, Colombia, Comoros, Cuba, Guatemala, India, Jamaica, Kenya, Madagascar, Maldives, Mauritius, Mexico, Mozambique, Pakistan, Reunion (France), Saint Lucia, Seychelles, Sri Lanka, United Republic of Tanzania, Trinidad and Tobago, and Venezuela (Bolivarian Republic of).</p>
<p>(b) (vii) and (viii) Chemicals and Waste management</p>	<p>Strategic Approach to International Chemicals Management (SAICM)</p> <p>Initial implementation of SAICM is being supported by a “Quick Start Programme” comprising a UNEP-administered trust fund and bilateral, multilateral and other forms of cooperation. The objectives of the Strategic Approach are to increase the capacity for the sound management of chemicals, narrow the widening gap in capacities between developed and developing countries, establish or strengthen partnerships and mechanisms for technical cooperation and the provision of appropriate and clean technology and promote coordination of and access to information on capacity-building for the sound management of chemicals. Under the “Quick Start Programme”, capacity-building measures include training of personnel to provide the necessary skills to support the systematic implementation of the Strategic Approach at the local, national and regional levels in a coordinated way and across the full range of chemical safety needs, including strategic planning, risk assessment and management, testing and research and control of illegal traffic.</p>

	<p>Pilot or demonstration projects on Integrated Solid Waste Management (ISWM) UNEP has started pilot or demonstration projects on developing and implementing Integrated Solid Waste Management Plans (ISWMP) in three cities: the Wuxi New District, China; Pune, India; and Maseru, Lesotho. The project includes quantification and characterization of all types of waste (domestic, commercial, industrial, healthcare), assessment of prevailing waste management systems, identification of gaps and issues of local concern, development of ISWMP covering all aspects of waste management such as collection, segregation, reuse or recycle, transportation, treatment and final disposal of residual waste. The project includes identification and drawing specifications of environmentally sound technologies for all aspects of waste management. The projects are being conducted with close involvement of local authorities so that capacity-building becomes an ongoing and associated aspect.</p> <p>Lesotho Integrated Solid Waste Management This project supports a preliminary study for the establishment of an integrated solid waste management system for Maseru in Lesotho. The study requested by the government of Lesotho provides a scientific base for a feasibility study on the 3R (reduce, reuse, recycle) approach, including a comparison of different environmentally -friendly technologies, economic options and facilities for adequate management and disposal of solid waste in Maseru. The project engages local stakeholders and potential donors in a discussion to achieve a consensus on the priorities and the way forward.</p> <p>India environment and e-waste The rapid increase of waste electrical and electronic equipment (WEEE) has led UNEP to launch a global initiative on e-waste. India was chosen for an in-depth assessment of the nature and size of the e-waste problem at the national level. The ongoing project is: creating public awareness about the e-waste problem; initiating a policy process to prepare WEEE regulations; improving skills and technologies used by various actors in the e-waste chain; and promoting regional networking to share best-practices.</p>
<p>(b) (xiv) Environmental emergency preparedness and response</p>	<p>UNEP post-tsunami environmental recovery programme UNEP and national partners identified a number of short- and longer-term environmental impacts of the tsunami that required urgent attention during the recovery and reconstruction process. Among the priorities that have a direct link to the Bali Strategic Plan, the most important is support to the national environmental authorities in integrating these issues into the reconstruction process to achieve sustainable reconstruction, alleviate poverty and reduce vulnerability to future disasters.</p> <p>In Sri Lanka, UNEP supported the Ministry of Environment in organizing critical environmental restoration and clean-up measures, environmental screening of 413 temporary housing sites, and promotion of further environmental recovery. UNEP also participated in the cleaning of 3 demonstration sites on the east and south coasts (May 2006) and general tsunami debris clearance (from June 2006 onwards). In Maldives, UNEP assisted in the clearing up of 89 islands under hazardous waste clean up project. As part of the Asian Tsunami Disaster Task Force, UNEP mobilized 30 environmental experts who assisted national experts in affected countries, including Indonesia, Maldives, Seychelles, Sri Lanka, Somalia, Thailand, Yemen, and prepared the preliminary report “After the Tsunami – Rapid Environmental Assessment” (February 2006), followed by detailed assessments of Indonesia, Maldives, Sri Lanka and Somalia (desk study).</p>

	<p>UNEP has been supporting the implementation of the United Nations Flash Appeal project “Strengthening Early Warning Systems” in tsunami-affected countries (Indonesia, Maldives, Sri Lanka), by improving access to environmental data and information, and the application of environmental management instruments. In Sri Lanka, a training workshop on “Methodological Guidance in Multi-Criteria Evaluation/Spatial Analysis (MCE/SA)” of environment and disaster risk considerations in Strategic Environmental Assessments (SEA) for Township Planning was held in July 2006. A site visit to Panadura Township was conducted to initiate a Pilot study of the SEA. A first draft of the SEA has been completed.</p> <p>In Maldives, UNEP supported Ministry of Environment, Energy and Water (MEEW) in identifying vulnerable locations at the island scale. A roundtable meeting was held in Male, Maldives on the 21 September 2006 to discuss ways, means and opportunities for assessing environmental change and vulnerability to disasters. In Indonesia, headway has been made in integrating environmental issues into disaster management considerations within the government structures. UNEP is assisting to develop an environmental strategic framework for disaster risk reduction streamlining roles and responsibilities of the various units in the Ministry.</p> <p>South Asia and Central Java earthquake</p> <p>In Pakistan, UNEP together with the Ministry of the Environment drafted the Pakistan Earthquake Environmental Recovery Programme to strengthen environmental preparedness, vulnerability reduction, response and recovery in the aftermath of the earthquake, which was presented to donors in February 2006. In Central Java, UNEP assisted in the coordination of environmental response and supported the Ministry of Environment with technical assistance and satellite imagery and background data.</p> <p>Reusing Tsunami-generated debris in Banda Aceh</p> <p>The implementation of the two-year EU-funded project, “Demonstrating ESTs for Building waste Reduction in Indonesia – DEBRI” in Banda Aceh, Indonesia has begun. The project will identify and demonstrate environmentally-sound technologies for reuse of Tsunami-generated debris. The system will be designed so that it continues to be used for day-to-day debris recycling once the Tsunami debris recycling is completed. Equipment for sorting, crushing etc., will be procured and demonstrated under the project. Local capacity-building is an integral part of the project.</p> <p>Training on environmental disaster prevention and management</p> <p>UNEP organized six training sessions during July–August 2006 on environmental disaster prevention and management. Urban managers from the following cities participated in the sessions: Dhaka (Bangladesh), Beijing (China), New Delhi (India), Jakarta (Indonesia), Kuala Lumpur (Malaysia), Galle (Sri Lanka), Bangkok (Thailand), Danang (Viet Nam) and from the cities of Nishinomiya, Saijo, Toyooka and Kitakyushu in Japan. The topics of the six sessions included: disaster and environmental risk assessment; action planning for disaster mitigation; decision-making for disaster management at the local level; disaster planning and implementation management; education and awareness; information management for disaster mitigation.</p>
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	<p>Disaster reduction through awareness, preparedness and prevention mechanisms in coastal settlements in asia - demonstration in tourism destinations</p> <p>A project has been initiated to minimize casualties, property and environmental damages from natural and man-made disasters of three tsunami-hit tourism destinations in India and Thailand by improving the ability of local authorities and the private sector to manage natural and man-made disasters. The UNEP Awareness and Preparedness for Emergencies at Local Level (APELL) process is being applied to the specific needs of tourism destinations. This project will apply a combination of assessment of local hazards, APELL demonstrations, and risk communication to inform and train local authority emergency services, the tourism sector and local residents and tourists.</p>
(b) (xvii) Post-conflict assessment	<p>United Nations Development Group (UNDG) post-conflict needs assessment</p> <p>UNEP is the focal point for the environment within the UNDG post-conflict needs assessment process and is involved in current efforts to learn lessons from the past three years to upgrade the basic assessment methodology. Similarly, UNEP is working with the Inter-Agency Standing Committee to develop an environmental assessment methodology for the early recovery needs assessment. UNEP has been working with the Office for the Coordination of Humanitarian Affairs (OCHA) to fully integrate environmental issues within the Needs Assessment Framework (NAF).</p> <p>Sudan post-conflict environmental assessment</p> <p>Fieldwork for the assessment was carried out by UNEP between January and August 2006 and is now complete. A follow-up capacity-building project is under development.</p> <p>Somalia joint needs assessment</p> <p>UNEP joined the UNDG/World Bank joint needs assessment for Somalia as the focal point for the environment. The environment sub-cluster report (with a capacity-building component) is currently being finalized in collaboration with the World Bank.</p> <p>Liberia environmental considerations of human displacement</p> <p>From July 2005 to September 2006 UNEP worked in close collaboration with the Liberia Refugee Repatriation Resettlement Committee to develop a guidebook on the environmental considerations of human displacement. Three consultation workshops were held, involving over 200 participants. The final guidebook for field practitioners was released in September 2006.</p> <p>Iraq capacity-building and clean-up</p> <p>Since 2003, the Post-Conflict Branch of UNEP has been working with the Ministry of Environment in Iraq to build institutional capacity for contaminated site assessment and clean-up. A pilot study was undertaken in 2005 whereby five of the most heavily contaminated sites were assessed by national teams that received training and equipment from UNEP. The final report was released in November 2005. During 2006, UNEP is involved in the clean-up of two of the worst sites.</p> <p>Iraqi Marshlands project</p> <p>Phase I of the UNEP project on "Support for environmental management of the Iraqi Marshlands," has been completed. The project has implemented drinking water facilities utilizing environmentally sound technologies in six rural</p>

	<p>communities. Six water treatment plants installed as part of the project are now providing water to up to 22,000 residents in rural communities in the Basrah, Thi-Qar, and Missan Governorates. Ten training manuals have been put together and are available for free downloading from the International Environmental Technology Centre (IETC) website in English and Arabic (URL: http://marshlands.unep.or.jp). The manuals address various aspects of sustainable environmental management of the marshlands, and cover subject matters under three categories: policy and institutional, technical, and data management and analysis.</p> <p>Spurred on by the success of the project, the Governments of Japan and Italy have provided additional funding to continue key activities. As part of Phase II-A activities, UNEP and the Iraqi Ministries of Environment, Water Resources, and Municipalities and Public Works will undertake data collection and analysis for basic demographic and socio-economic data and for solid waste management data within the Iraqi Marshlands, and share available data on water quality and water resource management. An intensive two-day training course for information technology (IT) managers of relevant Iraqi ministries on the Marshland Information Network (MIN) was organized in Bahrain, in April 2006. The IT managers were trained on the MIN system. A ministerial level meeting was organized to develop plans and timelines for Phase II-B of the project.</p> <p>Afghanistan comprehensive capacity-building Since 2003, UNEP has been working with the National Environmental Protection Agency of Afghanistan to build institutional capacity. In 2005, as a result of UNEP efforts, the Environment Act was finalized, the institutional structure was established, EIA guidelines were developed, two community-based natural resources management projects were established and 15 counterpart staff received detailed training.</p> <p>Gaza post-disengagement environmental assessment In response to a request from the Palestinian Authority, UNEP assessed the environmental impact of the Israeli disengagement from 21 settlements in Gaza in December 2005. The final report was released in March 2006. Follow-up actions for waste recycling and disposal are being implemented by UNDP.</p> <p>Lebanon post-conflict environmental assessment Based on a request from the Lebanese Ministry of Environment, UNEP is working to assess the environmental consequences of the recent Israeli military interventions against Hizbollah targets in Lebanon. A post-conflict environmental assessment will be undertaken (September–October) and a final report released in December 2006.</p>
<p>Regional implementation</p> <p>(priority regional capacity-building activities including both cross cutting issues and thematic areas)</p>	<p>Africa</p> <p>Advisory services and technical support to Governments, regional and subregional organizations on environmental assessment, development of environmental law, implementation of MEAs, mainstreaming environment into national development frameworks, common country assessments, conflict assessment, environmental initiative of NEPAD, EU-Africa Water initiative, implementation of Phase I of the BSP pilot project in six African countries to articulate priority needs assessments, share experiences, knowledge and lessons learned, development of national reports and capacity-building implementation plans and projects, disaster management capacities through the establishment of a</p>

	<p>Central Africa Disaster Management Centre in Congo (Republic of the); enhanced senior policy dialogue and consensus development in support of the BSP implementation (the meeting of the heads of State and Governments of the six pilot countries, held in Khartoum on 22 January 2006 in the margins of an African Union summit meeting) and the ninth special session of the Governing Council/Global Ministerial Environment Forum held in Dubai in February 2006)</p> <p>Training workshops in environmental management including three training courses in water pollution and water resources management for 27 African countries in the context of the China-Africa Cooperation Forum</p> <p>Field projects on assessment and remediation of environmental degradation in Somalia; environmental governance and post-conflict needs assessment in Sudan, clean-up of oil pollution in Nigeria, phase III Nairobi river basin programme.</p> <p>Publications and capacity-building and technology support tools - guidelines, manuals, software: awareness-raising kits, brochures, CD-ROMs on the African Environment Outlook report and other relevant outreach materials and publications.</p> <p>Asia-Pacific</p> <p>Advisory services, technical assistance to governments (Southeast Asian, South Asian), regional and subregional organizations (ASEAN) in environmental assessment, technology needs assessments, preparation of environmental management strategies, national sustainable development strategies, state of environment reporting, education strategies, environmental security, environmental data and information management tools and community-based conservation (University of South Pacific), internship and masters programme.</p> <p>Training workshops and programmes in environmental management tools for senior officials (South Asia, Nepal), GIS and remote sensing, database management tools, networking and indicator harmonisation (Central Asia, Cambodia), eco-housing (Sri Lanka), national biodiversity strategy and action plan and biodiversity year book 2006 (Myanmar, Nepal), environmental awareness (Indonesia).</p> <p>Field projects: micro-environment action plan and capacity development for local communities (Bhutan), demonstration of Tsunami-related impacts, energy eco-design and harvesting, water and waste management, eco-tourism, watershed management in mountain ecosystems (Sri Lanka), air quality monitoring system (Myanmar), pilot eco-house projects (Indonesia, Sri Lanka).</p> <p>Publications and capacity-building and technology support tools - guidelines, manuals, software: Training manual on environmental management tools; guidelines for eco-development principles to integrate environment into key sectoral strategies (Sri Lanka); ASEAN State of Environment Report 2005; ASEAN Environmental Education Action Plan (2006–2010); Environment Book on Mountain Ecosystem (Nepal); third National Environment Action Plan (Maldives).</p>
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	<p>Europe</p> <p>Technical, legal and economic advisory services in the implementation of MEAs, further development and implementation of the Convention on the Protection of the Black Sea against Pollution (Bucharest Convention), the Framework Convention on the Protection and Sustainable Development of the Carpathians (Carpathian Convention) and the Framework Convention for the Protection of the Marine Environment of the Caspian Sea (Tehran Convention), and promotion of the implementation of global and regional environmental agreements in Europe; establishment and operation of national sustainable consumption networks, training and capacity-building in environment and security, participation in environment performance review (EPR) missions, substantive inputs to international chapters of EPRs for the countries of Eastern Europe, Caucasus, and Central Asia (EECCA), development of environmental projects for GEF, United Nations Fund for International Partnerships, among others.</p> <p>Training workshops, seminars, roundtables, information campaigns and related capacity-building activities in the implementation of MEAs; compliance and enforcement, the judiciary in environmental matters, environmental diplomacy, sustainable consumption, EIA in a transboundary context in the Caspian Sea region, workshop between faith-based organizations and environmental NGOs and environmental reporting and training workshop for youth, guided tours and lectures.</p> <p>Publications and capacity-building and technology support tools - guidelines, manuals, software: information materials and brochures and environmental notes for parliamentarians, booklet on sustainable consumption and production, tool kits for environmental education and spatial planning; CD-ROMs and publications on good practices in environmental management.</p> <p>Latin America and the Caribbean</p> <p>Advisory services and technical assistance to Governments in mainstreaming environment into national development frameworks and common country assessments; implementation of priority initiatives such as the Mesoamerican Biological Corridor and the Inca Trail, protected areas, energy and sustainable tourism, access and benefit-sharing, land degradation and desertification, Global Programme of Action-related activities, small island developing States-related activities, development and adoption of national environmental legislation, strengthening of environmental institutional arrangements (Andean Community secretariat, the Caribbean Community), development of environmental projects for GEF, United Nations Fund for International Partnerships, and other sources of funding; environmental emergencies and natural disasters.</p> <p>Training workshops, seminars and related capacity-building activities in priority areas in trade, environment and sustainable development, including community-sustainable development, cleaner production, eco-design, training courses and workshops for teachers and educators from the formal and non-formal education system; also including “green banking”, sustainable procurement and environmental accounting, small-scale cleaner development mechanism projects in the fields of biomass, energy and forests; and training courses and seminars for judges on implementation of</p>
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	<p>MEAs; fellowships granted under the Environmental Training Network (ETN), guided tours and lectures.</p> <p>Publications and capacity-building and technology support tools - guidelines, manuals, software: ETN series, prototypes of environmental education texts for basic formal educational system; Regional Office for Latin America and the Caribbean website, database on judicial decisions related to environmental matters.</p> <p>West Asia</p> <p>Advisory services and technical assistance to countries in the implementation of MEA requirements, for the establishment and strengthening of national committees or councils for sustainable development and as required in terms of sustainable development of the Mesopotamian Marshlands; support to the implementation of the subregional action programme, including capacity-building to member States in the development and implementation of the NAPs; technical guidance and assistance to governments and regional organizations and in the development of environmental projects for GEF, United Nations Fund for International Partnerships, among others.</p> <p>Training workshops, seminars and related capacity-building activities, including regional outreach programme focusing on civil society groups; integrated environmental assessment and information systems; policy development workshops; workshop on chemicals and waste management; compliance and enforcement of MEAs; and implementation of the Biosafety Protocol in the region;</p> <p>Field and pilot projects providing technical and logistical support to post-conflict assessment and capacity-building activities.</p> <p>Publications and capacity-building and technology support tools - guidelines, manuals, software: environmental law, education and awareness kits, including legislative guidelines and model legislation; sustainable energy technologies, an integrated approach to chemicals and waste management in West Asia, and regional approach to sustainable consumption.</p>
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