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**Twenty-fifth session of the Governing Council/
Global Ministerial Environment Forum**
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Item 4 (b) of the provisional agenda*
Policy issues: emerging policy issues

Background paper for the ministerial consultations

Discussion paper presented by the Executive Director

Addendum

International environmental governance and United Nations reform

**International environmental governance: help or hindrance?’ – international
environmental governance from a country perspective**

Summary

The present document has been prepared to provide a succinct background briefing for ministers on the topic of theme II of the ministerial consultations to take place at the twenty-fifth session of the Governing Council/Global Ministerial Environment Forum: “International environmental governance and United Nations reform: International environmental governance: help or hindrance?” It is intended to stimulate discussion during the ministerial consultations.

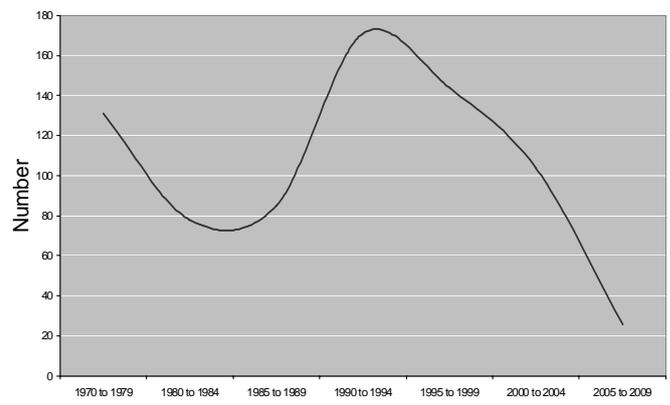
* UNEP/GCS.25/1.

1. “International environmental governance and United Nations reform: International environmental governance: help or hindrance?” is the second theme to be discussed during the ministerial consultations that are to take place during the twenty-fifth session of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme (UNEP). The theme will have a particular focus on international environmental governance from a country perspective.
2. The consultations on the theme will follow on from the ministerial consultations that are to take place on the theme “Global crises: national chaos?” The latter theme will address the scale and nature of current global crises – and the opportunities to respond to them that are emerging – and will set the stage for the discussion about the international environmental governance system and how well it is equipped to provide coherent and timely responses to multiple environment and development challenges and to capitalize on emerging opportunities.
3. The session will provide the world’s environment ministers with the opportunity:
 - (a) To obtain a comprehensive update on recent developments in international environmental governance;
 - (b) To reflect upon existing agreed global environmental goals and current efforts to meet them;
 - (c) To address international environmental governance in the context of responding to the needs and priorities of countries;
 - (d) To consider the various discussions, processes and options that are being discussed in the debate on international environmental governance.

I. Background

4. Since well before UNEP was established as the lead environmental entity within the United Nations system following the 1972 United Nations Conference on the Human Environment, environmental issues have been built into many programmes within the United Nations system, including its specialized agencies. They have also been addressed through a wide range of multilateral environmental agreements, many of which came about as a result of the work of UNEP.

Figure 1: Number of Multilateral Environmental Agreements (Including Modifications & Amendments), 1970-2009



5. The creation of UNEP by the General Assembly in 1972 – together with the fact that many environmental issues have been incorporated into the programmes of various United Nations agencies and are being addressed through a number of multilateral environmental agreements (see figure 1) – is a remarkable achievement.

6. In 1997 the role of UNEP within the United Nations system was again recognized by the General Assembly in the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, in which the Assembly stated that UNEP was to be “the leading global environmental authority that sets the global environmental agenda, that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and that serves as an authoritative advocate for the global environment”. The vision of UNEP articulated in the Nairobi Declaration is as vital in 2008 as it was in 1997 and informs the UNEP medium-term strategy for 2010–2013.

II. Renewed interest in international environmental governance

7. While much has been achieved, it is also recognized that the international community has taken an incremental approach to environmental issues, responding to them as they emerge and in isolation from one another. This piecemeal approach to tackling environmental issues has led to fragmentation in how the international community has, among other things:

(a) Invested in environment issues through UNEP, the United Nations Development Programme (UNDP), the World Bank, the Global Environment Facility (GEF), multilateral environmental agreements, etc.;

(b) Managed the science through multiple multilateral environmental agreement subsidiary bodies, the GEF Scientific and Technical Advisory Panel, etc.;

(c) Engaged in capacity-building efforts involving agencies, programmes and multilateral environmental agreements;

(d) Located its core environmental presence in Bonn, Germany; Geneva; Montreal, Canada; Nairobi; Washington, D.C.; etc.

8. As a result of this fragmentation, some have expressed concern over what they see as a lack of critical mass – in resources, science, capacity, etc. – that has both entrenched and reinforced the sense that there is a lack of coherence. There has also been a deficit in the implementation of what has been agreed to by the international community. Informed opinions differ on how to best respond to such issues.

9. The debate on strengthening international environmental governance gained renewed momentum following the adoption of the World Summit Outcome in 2005.¹ Paragraph 169 of the Outcome document addresses the issue of achieving stronger system-wide coherence within the United Nations system. A series of recommendations intended “to overcome the fragmentation of the United Nations so that the system can deliver as one” were transmitted to the Secretary-General through the Report of the Secretary-General’s High-Level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, in November 2006, which included recommendations for “an upgraded UNEP” with “real authority as the “environment policy pillar” of the United Nations system”.

Current state of play

10. In February 2002, at its seventh session, the Governing Council/Global Ministerial Environment Forum adopted what is known as the “Cartagena package” of measures set out in decision SS.VII/1, which includes recommendations aimed at strengthening international environmental governance through improving coherence in international environmental policymaking, strengthening the role and financial situation of UNEP, improving coordination among and the effectiveness of multilateral

Some debates on further delivering on the Cartagena package

- **Architecture** – should we make the best use of what we have, continue to make incremental changes to existing structures or create a new structure? Has the time for further incremental change passed? What is the relationship between international environmental governance and UNEP? Is it time to talk of global environmental architecture rather than international environmental governance?
- **Finance** – how will strengthened international environmental governance be financed?
- **Multilateral environmental agreement coordination** – how can we achieve better coherence between MEAs without taking away their autonomy or diluting the authority of the Conference of the Parties? What is the role of UNEP?
- **Management** – what is the role and value added of the Environment Management Group?
- **Capacity-building** – what is the relationship between the Bali Strategic Plan for Technology Support and Capacity-building and strengthened international environmental governance?
- **Regional presence** – how can UNEP, as a non-resident agency, strengthen its regional presence to enhance regional and country delivery of environmental objectives?
- **Science** – how can the science base of UNEP be further strengthened and what is the balance between global and national science?

¹ General Assembly resolution 60/1 of 16 September 2005.

environmental agreements and further promoting capacity-building, technology transfer and country-level coordination. The Executive Director has made full implementation of the Cartagena package a priority, under the banner of “UNEP+”. He reported on progress on his efforts to the Committee of Permanent Representatives on 23 June 2008. An outline of his report is set out in annex I to the present document.

11. In 2006, the United Nations General Assembly began informal consultations on the framework for international environmental governance led by Ambassador Claude Heller (Mexico) and Ambassador Peter Maurer (Switzerland) as co-chairs. The ambassadors presented initial reports to the President of the General Assembly in June 2006 in which they concluded that there was consensus that the system needed strengthening to improve coordination and coherence. They also noted that some Member States felt that strengthening the current framework would be sufficient, while others felt that broader institutional reform was required. In June 2007 they presented an options paper highlighting a number of options and seven building blocks for strengthening the current framework.

12. In May 2008, drawing upon the options paper and informal consultations, Mr. Heller and Mr. Maurer presented a draft resolution proposing “ambitious incrementalism”. Open feedback sessions on the draft resolution were held in May and June. After a first round of consultations, the co-chairs reviewed the various comments and submitted a new draft resolution on 23 July. The revised draft sought to address a number of the concerns expressed by Member States during the open feedback sessions on the initial draft. On 26 November 2008, Member States finished an extensive reading of the 23 July version.

13. In December 2008 the co-chairs facilitating the informal consultations discussed next steps with the President of the General Assembly, taking into account the diversity of opinions on some of the draft provisions. That same month the General Assembly adopted a resolution on the report of the Governing Council of UNEP on its tenth special session, in which the Assembly reaffirmed “the role of the United Nations Environment Programme as the leading global environmental authority and principal body within the United Nations system in the field of environment, which should take into account, within its mandate, the sustainable development needs of developing countries”, a phrase adapted from the 1997 Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme.

14. In late December 2008 the Joint Inspection Unit of the United Nations released a report entitled “Management Review of Environmental Governance within the United Nations System”.

15. In accordance with the relevant articles of the Joint Inspection Unit statute, the Unit has advised the Secretary-General that “the report should be distributed to Member States of the respective organizations for consideration at the next meeting of the component organs concerned”. UNEP has now distributed the report to its member States for consideration at the twenty-fifth session of the Governing Council/Global Ministerial Environment Forum.

16. The Joint Inspection Unit report contains 12 recommendations requesting some form of action from the United Nations, 10 funds and programmes of the United Nations, various multilateral environmental agreements and 12 specialized agencies of the United Nations and the International Atomic Energy Agency. Each of the 12 recommendations requests a response from either the UNEP “legislative organ” or the “executive head”.²

III. Taking a country perspective

17. The international environmental governance debate has largely focused on an international dialogue that is remote from the real life challenges that are confronting States. In addressing threats to food, energy and water security, in grappling with the impacts of climate change and in seeking to capture emerging opportunities, States are now dealing with an array of United Nations agencies, financial institutions and mechanisms, multilateral environmental agreements, private sector interests and civil society organizations.

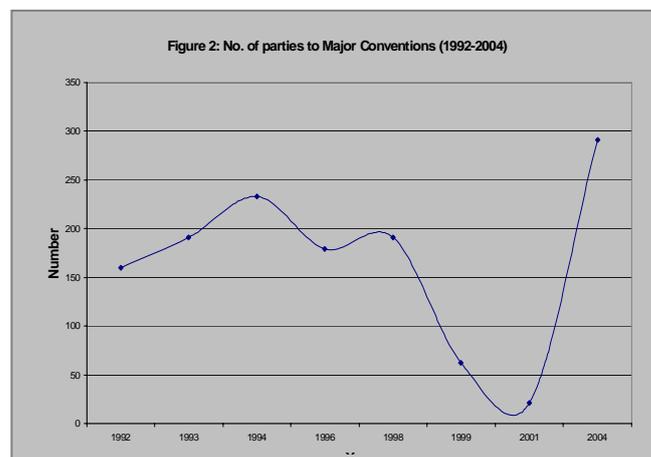
18. There has been a growing debate about established and emerging financial mechanisms for dealing with climate change, both within and outside the United Nations, and how they relate to one another and to multilateral financing for environmental initiatives more generally (see paragraph 30).

² United Nations General Assembly resolution 54/16 of 29 October 1999, entitled “Joint Inspection Unit”, addresses the issue of effective follow up to resolutions.

19. The lack of coherence in the system is being increasingly felt at the country level. This is leading some to ask whether the current international environmental governance system, including financing mechanisms, helps States to meet the challenges to achieving sustainable development and the Millennium Development Goals and to capitalizing on the emerging opportunities, or whether it hinders such efforts.³

IV. Improving coordination of multilateral environmental agreements: agreed global environmental goals

20. UNEP has prepared a comprehensive draft compilation of existing internationally agreed environmental goals, as expressed in the outcome documents of relevant United Nations summits and conferences, resolutions of the General Assembly, decisions of other global intergovernmental conferences and international legally binding instruments in the field of the environment. This compilation may assist States in assessing their international commitments and the manner in which they are addressed through the existing international environmental architecture.



21. As a starting point, the International Institute for Sustainable Development compiled information for UNEP on selected multilateral environmental agreements concluded over the past 15 years (see summary table 1 below).

22. The compilation, entitled “International Environmental Governance: Demands and outputs of selected MEAs between the years 1992–2007”, serves to show that the international environmental governance system has entered a new phase in its evolution in which the number of negotiations has peaked, but not ceased, (see figure 1) and we have moved into an era when increasing attention is being paid to implementation, as is shown by the steep increase in the number of parties to conventions each year (see figure 2). This raises questions about whether the existing global environmental architecture is best equipped to respond to such trends.

³ This raises the related question of what a future, country-responsive system of international environmental governance would look like.

Table 1: Summary of meetings and decisions of major multilateral environmental agreements 1992–2007

Multilateral environmental agreement	Entry into force (date)	No. of Parties	No. of meetings	No. of decisions/resolutions
Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal	1992	160	77	398
Convention on Biological Diversity	29/12/1993	191	21	352
Convention on International Trade in Endangered Species of Wild Fauna and Flora	01/07/1975	173	40	1892
Convention on the Conservation of Migratory Species of Wild Animals and protocols	01/11/1983	109	54	501
Agreement on the Conservation of African-Eurasian Migratory Waterbirds	01/11/1999	62	14	49
Agreement on the Conservation of Albatrosses and Petrels (ACAP)	02/01/2004	11	5	16
Agreement on the Conservation of Populations of European Bats	16/01/1994	31	18	42
Agreement on the Conservation of Small Cetaceans of the Baltic, North East Atlantic, Irish and North Seas	29/03/1994	10	19	40
Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area	01/06/2001	21	7	113
Agreement on the Conservation of Seals in the Wadden Sea	01/10/1991	3	N/A	N/A
United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa	26/12/1996	179	23	217
United Nations Framework Convention on Climate Change	21/03/1994	192	73	306
Kyoto Protocol to the United Nations Framework Convention on Climate Change	16/02/2005	182	N/A	N/A
Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	24/02/2004	122	6	40
Stockholm Convention on Persistent Organic Pollutants	17/05/2004	158	6	65
Convention on Wetlands of International Importance, Especially as Waterfowl Habitat	21/12/1975	158	73	549
Vienna Convention on the Protection of the Ozone Layer	22/09/1988	191	14	2
Montreal Protocol on Substances that Deplete the Ozone Layer	01/01/1989	191	90	502
Totals:			540	5,084

Agreements with enough history to provide substantial data

Newer agreements for which less data is available

Source: Document UNEP/GC25/INF/16/Add.1

23. Incoherence and complexity in the international environmental governance system can lead to high transaction costs and in some instances this could discourage developing country participation in the system, giving rise to questions on whether the system of international environmental governance provides coherent support to countries and better enables them to meet their environment and development objectives, in particular in the case of developing countries.

V. Other proposals on international environmental governance

24. Since well before the establishment of UNEP in 1972, various models have been put forward for strengthening international environmental governance, be it through a world environment organization, a United Nations environment organization, a global environment organization, a new umbrella institution integrating UNEP, GEF and multilateral environmental agreement secretariats (an “umbrella institution”) or the enhancement of UNEP through strengthening the Governing Council/Global Ministerial Environment Forum and the Environment Management Group, developing a medium-term strategy and other measures (UNEP+).

25. Other proposals to emerge have included combining UNEP and UNDP, having all multilateral environmental agreements report to the General Assembly through UNEP. Most recently the Prime Minister of the United Kingdom of Great Britain and Northern Ireland, Gordon Brown, put forward “a radical proposal to make the World Bank a bank for development and the environment”. Sir Nicholas Stern, in a paper entitled “Key Elements of a Global Deal on Climate Change” published by the London School of Economics and Political Science, has proposed the establishment of an “International Climate Change Organization compatible in terms of impact and authority with the International Monetary Fund, the World Trade Organization and the World Bank”.

26. Various informal processes have taken place outside of the United Nations over the past 24 months in which stakeholders have begun to explore options for further, more transformational, reform of international environmental governance.

27. For example, the Brazilian ministers for external relations and environment invited about 25 countries to Rio de Janeiro in September 2007 to exchange ideas informally and discuss issues relating to international environmental governance and sustainable development. The participants discussed possible changes to existing structures and the creation of something new to meet current demands and anticipated needs, including an “umbrella institution” for sustainable development proposed by Brazil.

28. Subsequently, in May 2008, the Government of Costa Rica invited 35 countries to an informal discussion in New York to elaborate on the issues raised in the previous meeting. The discussion was chaired by the Costa Rican Minister for Environment and Energy, Roberto Dobles, who was elected President of the UNEP Governing Council/Global Ministerial Environment Forum at its twenty-fourth session.

29. In June 2008 in London, the Commonwealth heads of State met to identify underlying principles and actions that should be taken to achieve the reform of international institutions and lead to new institutions if necessary. They met again on 24 September before the Millennium Summit in New York, where they reaffirmed the view that it was necessary to create an umbrella organization that would be based on UNEP and would remain in Nairobi. They stated, among other criteria, that such an organization needed to have clear legal authority over multilateral environmental agreements, that it had to be based on the core principles that had become widely accepted under customary international law and that it had sufficient political influence to attract high-level decision makers. They proposed that a “founding conference” should be organized in the second quarter of 2009 to re-examine the strengths and weaknesses of the international environmental governance system and to provide recommendations for the consideration of the United Nations General Assembly at its sixty-fourth session.

VI. International environmental governance and sustainable development

30. The debate on international environmental governance has increasingly addressed the issue directly in the context of sustainable development, such as through the Brazil meeting – and the international environmental governance proposal put forward by Brazil (referred to above) – and the meeting of the Commonwealth heads of State. The increased role of civil society and the private sector in international environmental governance is also highlighted by some.

Questions for round-table discussions:

Are current governance arrangements up to the challenge?

Is the current international environmental governance structure helping or hindering country-level responses?

Are new financial mechanisms further fracturing the international environmental governance landscape?

What changes are needed to move towards a “global environmental architecture” that will better facilitate the ability of countries to respond to current and future challenges and opportunities?

Should we make the best use of what we have, continue to make incremental changes to existing structures or create a new structure?

What role should the Governing Council/Global Ministerial Environment Forum play?

How will we get there?

What messages do environment ministers wish to send to the world on international environmental governance?

VII. Some recurring themes

31. Whatever perspective is taken on the international environmental governance debate, there appear to be several major recurring themes. These include, within the context of common but differentiated responsibilities, the need for:

- (a) An authoritative and responsive advocate for the environment;
- (b) A strong, credible and coherent science base;
- (c) A strengthened and predictable financial base for United Nations environmental activities and programmes – whether through UNEP or a successor;
- (d) Coherence within the United Nations system between the many conventions and agencies dealing with the environment, especially the multilateral environmental agreements;
- (e) Influence on the economic pillar of sustainable development – such as trade and investment rules and new and emerging markets;
- (f) A more responsive and cohesive approach to country needs to building capacity and providing technology support to enhance implementation.

32. Added to this has been the growing debate about established and emerging financial mechanisms for dealing with climate change, both within and outside of the United Nations, and how they relate to one another and to multilateral financing for environmental initiatives more generally. A July 2008 report, “New Finance for Climate Change and the Environment”, by G. Porter, N. Bird, N. Kaur and L. Peskett, states that 14 new international funding initiatives have been established to respond to climate change over the past 24 months – a situation that is under increasing scrutiny as the climate change negotiations move forward.

33. The international community has held two major conferences on financing for development (the International Conference on Financing for Development, Monterrey, Mexico, 18–22 March 2002 and the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus 29 November–2 December 2008) to highlight key issues and challenges related to financing development. The international community has generally not devoted as much time and effort to the issue of finance to address environmental challenges as it has to other international environmental governance issues.

VIII. President’s summary: some possible messages

34. The Governing Council/Global Ministerial Environment Forum is the United Nations high-level environment policy forum and brings the world’s environment ministers together to “review important and emerging policy issues in the field of the environment”.⁴ The Council/Forum provides broad policy advice and guidance with the aim, among others, of promoting international cooperation in the field of environment. In doing so it invites officials of United Nations agencies and heads of multilateral environmental agreement secretariats “to participate and interact with ministers at meetings” and also seeks to “promote the meaningful participation of representatives of major groups and non-governmental organizations including the private sector”.⁵

35. It has become the practice for the President of the Governing Council/Global Ministerial Environment Forum to prepare a summary of the ministerial consultations that take place at each session of the Council/Forum. The President’s summary of the ministerial consultations that will take place at the twenty-fifth session of the Council/Forum provides an opportunity for environment ministers collectively to send a message to the United Nations system, governments, civil society and the private sector on their perspective on the topics under discussion. While it is entirely a matter for ministers to decide, following consultations with the Committee of Permanent Representatives a number of questions are posed below to help stimulate discussion on possible messages for a President’s summary.

4 United Nations General Assembly resolution 53/242 of 28 July 1999 (A/RES/53/242).

5 UNEP Governing Council decision SS.VII/2.

36. The questions are as follows:

(a) General:

- (i) Should international environmental governance reform be based on an assessment of the scale and nature of environment and development challenges and opportunities and a sound diagnosis of how well equipped the current international environmental governance system is to responding to such issues in a creative, coherent and timely manner?
- (ii) Does the scale and nature of current environmental challenges and opportunities suggest that incremental change to the present international environmental governance architecture may no longer be sufficient and that a more transformative change may need to be considered?
- (iii) Do international financial institutions play a key role in funding environment-related project and infrastructure projects that affect the environment? As such, should they therefore be fully engaged in the discussions on setting a new direction for international environmental governance?
- (iv) How can the private sector become more fully engaged in the international environmental governance discussions so as to ensure that its perspective is fully taken into account in the reform process?
- (v) Could the completion of a stocktaking and assessment of internationally agreed global environmental goals, and the response so far to meeting global environment and development challenges through multilateral environmental agreements and other agreements, provide a solid foundation for further reassessing the future architecture of international environmental governance?

(b) Country level:

- (i) Does international environmental governance reform need to take better account of the impact of international environmental governance on the ability of countries to meet their environment and development objectives and be more responsive to their needs?
- (ii) Is incoherence and complexity in the international environmental governance system leading to high transaction costs? In some instances is this discouraging developing country participation in the system?
- (iii) Should international environmental governance provide coherent support to countries and seek to enable them to meet their environment and development objectives, in particular in the case of developing countries?

(c) Financial mechanisms:

- (i) Does the international environmental governance debate need to incorporate a review of financial mechanisms, including those established to deal with climate change?

A number of events and processes taking place over the coming 12 months provide an additional opportunity to advance the messages emerging from the President's summary. These are, among others:

- ***Sixty-third session of the United Nations General Assembly***
- ***World Economic Forum and World Business Summit on Climate Change***
- ***Fifth World Water Forum***
- ***Seventeenth session of the United Nations Commission on Sustainable Development***
- ***Fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and fifth session of the Meeting of the Parties to the Kyoto Protocol***
- ***The 10-year framework of programmes on Sustainable Consumption and Production – being developed under the Marrakech Process***

- (ii) While additional financial resources are required to respond to environment and development challenges and opportunities, is it also imperative that the governance of new and existing financial mechanisms fully takes into account the environmental pillar of sustainable development and that financial mechanisms contribute to a coherent system of international environmental governance?
- (d) Looking ahead:
 - (i) Are multiple forums and processes fragmenting discussions on international environmental governance? Could the debate benefit if it were brought to the Governing Council/Global Ministerial Environment Forum? Is it the most appropriate forum to further advance such discussions? As a practical arrangement could the discussions be led by an open-ended working group of ministers? Are there other ways of moving the debate forward through the Governing Council/Global Ministerial Environment Forum?
 - (ii) Does the debate on international environmental governance need to be recast as a debate on global environmental architecture given the important interrelationship between many United Nations agencies, financing institutions and mechanisms, multilateral environmental agreements and others in responding to the multiple environment and development challenges and opportunities that face the world?
 - (iii) A Rio+20 meeting could be convened by the General Assembly in 2012. Would such a meeting provide an ideal opportunity to set a new direction for global environmental architecture that is better equipped to address future environment and development challenges and opportunities?

Annex

Delivering on the Cartagena package: extract from the presentation on international environmental governance at the 103rd meeting of the Committee of Permanent Representatives to the United Nations Environment Programme on 23 June 2008⁶

“Making the best use of existing structures to meet current demands.

This perspective revolves around the full implementation of the ‘Cartagena Package’, which has been the clear focus of the UNEP Executive Director over the past 18 months.

The UNEP ‘Cartagena package’ of 2002

The UNEP IEG ‘Cartagena package’ 2002⁷ included five key recommendations being:

- improved coherence in international environmental policy-making;
- strengthening the role and financial situation of UNEP;
- improving coordination among and effectiveness of MEAs;
- capacity building, technology transfer, and country-level coordination for the environmental pillar of sustainable development; and
- enhanced coordination across the UN system.

In seeking to fully implement the ‘Cartagena Package’, under the leadership of its Executive Director, UNEP is embarking on a bold and energetic process of reform to make better use of existing structures, sometimes referred to as ‘UNEP+’. This package of reforms includes:

- **enhancing the role of the GC/GMEF as the United Nations high-level environment policy forum** that brings the world’s environment ministers together to “review important and emerging policy issues in the field of the environment” and involving heads of UN agencies, MEAs, civil society and the private sector in the process. This process started in 2007, where the heads of five UN agencies participated in the Consultations, and continued in 2008 with the focus of Ministerial Consultations being *Globalization and the Environment – Mobilizing Finance to meet the Climate Challenge* and *International Environmental Governance*.
- **making full use of the EMG as a means of enhancing cooperation on environmental issues within the United Nations system**, including through appointing a new head of the secretariat in 2007 and having the secretariat report directly to the Executive Directors Office. Under the Chairmanship of the Executive Director, the EMG is now leading a number of UN-wide initiatives; including the UN’s efforts to become carbon neutral and having the UN adopt sustainable procurement policies.
- **further embracing UNEP’s role as the environment programme of the United Nations** including on climate change where UNEP has been instrumental in the UN’s move towards carbon neutrality, and in supporting the Secretary-General’s climate change initiatives, and in bringing an environmental sustainability perspective to the Secretary-General’s Task Force on the Global Food Crisis. Other initiatives include enhancing UNEP partnerships with: UNDP – Poverty and Environment Facility, MDG Fund, REDD; ILO – Green Jobs; FAO – REDD; WTO – Climate change and trade; the World Bank – Climate Investment Funds. UNEP has enhanced its participation in the UNDG, including through endeavouring to strengthen the environmental sustainability component of the United Nations Development Assistance Framework (UNDAF) process, Post-Conflict Needs Assessments, Post-Disaster Needs Assessments, and with United Nations operations more broadly.

6 As an aid to the delivery of an oral presentation, the present extract has not been formally edited.

7 Decision SS.VII/I.

- **developing a Medium-term Strategy for 2010-2013** in consultation with the UNEP Committee of Permanent Representatives, UNEP administered MEA secretariats, civil society and the private sector to set out the next phase in the evolution of UNEP as it becomes a more effective, efficient and results-focused entity meeting the expectations of Governments and its stakeholders in responding to global environmental challenges and opportunities – the strategic direction providing a clear, results-based focus for the UNEP Programmes of Work enabling UNEP to better deliver on its mandate by building on its existing expertise and comparative advantage in a limited number of priority areas.
- **enhancing its capacity to deliver on the Bali Strategic Plan for Technology Support and Capacity-Building** through mainstreaming the delivery of the Bali Strategic Plan at national and regional level through the Programme of Work, including through directly participating in the One UN – delivering as one – pilot programmes by engaging in all 8 pilot countries, and through UNEP’s enhanced partnership with UNDP, including the undg MDG Fund and Poverty and Environment Facility, which in turn are also providing the opportunity for UNEP to enhance its efforts to implement the aspirations of the Bali Strategic Plan.
- **enhancing UNEP’s science base**, including through the reform of the GEF Scientific and Technical Advisory Panel to enhance its impact and moves to recruit a Chief Scientist within the Division of Early Warning and Assessment.
- **promoting greater coherence between the work of UNEP and UNEP administered MEAs** through convening their executive heads through the ‘UNEP MEA Management Team’ to enhance effective administration, communication and better cohesion in addressing substantive issues of common interest, recognizing the authority and autonomy of relevant governing bodies of the parties, and convening an annual meeting of the Senior Management Team, MEAs management Team and Regional Directors, and through consulting with MEA Secretariats in the development of the Medium-term Strategy and Programmes of Work to identify areas for collaborative effort, recognising the autonomy of respective governing bodies, and facilitating collaborative initiatives between the chemicals conventions.
- **strengthening the financial situation of UNEP by gaining confidence** in the organisation through its Medium-term Strategy and new Programme of Work, its emphasis on results-based management, and through reinvigorating its Division of GEF and its relationship with the GEF, and establishing a Resource Mobilization Unit to drive a more coordinated approach to mobilizing resources.
- **becoming a more results based organization** through developing a prioritized, results based Medium-term Strategy 2010-2013 and Programme of Work for 2010-2011, and through taking immediate steps to move in this direction through the development of new UNEP-wide climate change and ecosystem management programmes, within the existing Programme of Work 2008-2009.
- **enhancing the effectiveness and efficiency of the UNEP Secretariat** through revitalizing the Senior Management Team to achieve more effective collective management of the organization and through the delegation of authority to senior managers within a clear accountability framework.
- **driving internal organizational reform** addressing ICT, including the particular ICT challenges faced in Nairobi, human resources, strategic presence, financial management, results-based management, gender mainstreaming, and programme including through establishing a Strategic Implementation Team for up to two years to help drive the reforms, which in turn has led to the establishment of a Quality Assurance and Corporate Services sections to institutionalize reforms.

- **moving towards a strategic presence model**, involving a significant strengthening of the UNEP Regional Offices based on UNEP engaging its staff and resources more effectively to respond to Governing Council decisions on meeting regional and country needs in line with the Bali Strategic Plan and on strengthening the Regional Offices of UNEP.
 - **actively engaging in the IEG discussions**, including through the GC/GMEF and through participating in various events and informal processes instigated by Member States and civil society consistent with the Cartagena package.”
-