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POLICY AND STRATEGY

FOR

GENDER EQUALITY AND THE ENVIRONMENT

2014 – 2017

ACRONYMS

BPFA	Beijing Platform for Action
CEB	United Nations Chief Executives Board for Coordination
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPR	Committee of Permanent Representatives
DED	Deputy Executive Director
DGC	Division level gender coordination teams
ECOSOC	Economic and Social Council
GePA	Gender Plan of Action (2006-2010)
GGCA	Global Gender and Climate Alliance
GIC	Gender Implementation Committee
GIP	Gender Implementation Plan (2014-2017)
GSB	Gender Steering Board
GSSU	Gender and Social Safeguards Unit
GTT	Gender Task Team
HLCP	High Level Committee on Programme
HRTU	Human Resources and Training Unit
ILO	International Labour Organization
M&E	Monitoring and Evaluation
MEA	Multi-lateral Environmental Agreement
MEAS	Multi-lateral Environmental Agreement Secretariat
MTS	Medium Term Strategy
OfO	Office of Operations and Corporate Services
PIMs	Project Information and Management Systems
POW	Programme of Work
PRC	Project Review Committee
P&S	UNEP Policy and Strategy for Gender and the Environment
QAS	Quality Assurance Section, Office of Operations
RBM	Results-based Management
RSO	Regional Support Office
SF	Strategic Framework
SGBS	Secretariat of the Governing Bodies and Stakeholders
SGA	Senior Gender Advisor
SMT	Senior Management Team
UN SWAP	System-Wide Action Plan for Gender Equality and Women's Empowerment
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEA	United Nations Environment Assembly
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNOIOS	United Nations Office for Internal Oversight Services
UN-WOMEN	United Nations Entity for Gender Equality and Women's Empowerment

FOREWORD

This Policy and Strategy for Gender Equality and the Environment 2014-17 (P&S) marks a new stage in the promotion of social safeguards in UNEP programme and operational activities. For the first time we have a complete gender mainstreaming policy statement and operational framework to guide our work in all sub-programme areas.

The P&S is an adjunct of the Medium Term Strategy (MTS), and will be implemented, monitored and reported jointly with it. It is intended that the P&S and MTS will be progressively integrated during this and coming strategic planning periods, until we have a single gender-responsive Medium Term Strategy and corresponding Programme of Work.

The P&S was prepared within the framework of two system-wide documents that guide UNEP's work. These are the Rio+20 outcome document *The Future We Want*, and the *United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP)*. The P&S translates the requirements of these documents into our specific organizational and programme context.

The first, the *Future We Want*, is a statement of the global development community's shared priorities for accelerated progress towards sustainable development¹. These are particularly salient for UNEP, the United Nations entity charged with responsibility for environmental issues, and so we have adopted the gender section of *The Future We Want* as the official UNEP Policy Statement on Gender and the Environment.

The second principal document to have shaped the P&S, the UN SWAP, provides guidance on the structures and processes needed to implement the Gender Policy, and definite standards against which to monitor and report upon our progress. The UN SWAP is administered by the United Nations Entity for Women and Gender Equality (UN Women). We appreciate the benefit that UNEP derives from the leadership and support of UN-Women in the preparation of the P&S, as in other aspects of our gender mainstreaming work.

In 2012 the Evaluation Office undertook an external review of gender mainstreaming in UNEP.² It commissioned a team of internal gender experts to examine the recommendations of this review in the context of the newly adopted UN SWAP requirements, and make concrete recommendations for stronger performance.³ The P&S operationalizes all the recommendations of their report.

Thus the P&S charts our strategic direction on gender and the environment over the 2014-2017 planning period. Like the MTS that it parallels, the P&S describes the overarching programme and operational mechanisms that we will put in place, or strengthen, and the broad areas of result that we plan to achieve, while the Gender Implementation Plan (GIP) articulates the precise steps that we will take, in tandem with the UNEP biennial Strategic Framework and corresponding Programme of Work (2014-2015 and 2016-2017).

The P&S sets out how we will ensure the accountability of all staff for the achievement of gender mainstreaming results, and the resources, capacities and partnerships needed to support them in achieving our gender-related goals. I am particularly committed to ensuring that UNEP staff has the necessary knowledge and understanding of gender mainstreaming to undertake their responsibilities under the P&S, for which we will develop a clear plan, based on an organization-wide needs assessment.

The UNEP Gender Policy and Strategy, based as it is on system-wide standards, will enable us to work for gender equality and women's empowerment in a coherent and coordinated manner with all our development partners. Based on the P&S we will play our part in ensuring that gender analysis is incorporated more systematically into environmental programming, that the insight, knowledge and expertise of women as well as men informs environmental decision making, and women and men participate directly in setting the environmental agenda on an equal basis.

Achim Steiner
United Nations Under Secretary General and Executive Director
United Nations Environment Programme (UNEP)
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- vi. The UN SWAP ACCOUNTABILITY FRAMEWORK: Ensuring Consistency and Results
- vii The UN SWAP Aligned Gender Implementation Plan 2014-2017

UNEP STATEMENT ON GENDER AND THE ENVIRONMENT⁴

1. We, Management and Staff of the United Nations Environment Programme, reaffirm the vital role of women and the need for their full and equal participation and leadership in all areas of sustainable development, and decide to accelerate the implementation of our commitment to gender equality and the empowerment of women in all our activities, as contained in the Convention on the Elimination of all forms of Discrimination Against Women, as well as Agenda 21, the Beijing Declaration and Platform of Action and the United National Millennium Declaration.
2. We recognize that, although progress on gender equality has been made in some areas, the potential of women to engage in, contribute to and benefit from sustainable development as leaders, participants and agents of change has not been fully realized, owing to, inter alia, persistent social, economic and political inequalities. We support prioritizing measures to promote gender equality and the empowerment of women in all spheres of our work, including the removal of barriers to their full and equal participation in decision-making and management at all levels, and we emphasize the impact of setting specific targets and implementing temporary measures, as appropriate, for substantially increasing the number of women in leadership positions, with the aim of achieving gender parity.
3. We resolve to unlock the potential of women as drivers of sustainable development, including through the repeal of discriminatory laws and the removal of formal barriers, ensuring equal access to environmental justice, the reform of institutions to ensure competence and capacity for gender mainstreaming and the development and adoption of innovative and special approaches to address informal, harmful practices that act as barriers to gender equality. In this regard, we commit to creating an enabling environment for improving gender equality and the situation of women and girls everywhere, including in rural areas and local communities and among indigenous people and ethnic minorities, through our internal operations, and through our policies and country-level activities.
4. We commit to actively promote the collection, analysis and use of gender equality indicators and sex-disaggregated data in policy, programme design and monitoring frameworks, in accordance with national circumstances and capacities, in order to deliver on the promise of gender equality for sustainable development for all.
5. We are committed to equal rights and opportunities for women in political, economic and environmental decision-making and resource allocation and to removing any barriers that prevent women from being full participants in the economy. We resolve to undertake legislative and administrative reforms to give women equal rights with men to economic and natural resources, including access to ownership and control over land and other forms of property, credit, inheritance and appropriate technology.
6. We recognize that gender equality and the effective participation of women are important for effective action in all aspects of sustainable development.
7. We support the work of the United Nations system, including the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in promoting and achieving gender equality and the empowerment of women in all aspects of life, including with respect to the linkages between gender quality and the empowerment of women and the promotion of sustainable development. We support the work of UN-Women in leading, coordinating and promoting the accountability of the United Nations system in this regard.
8. We are committed to working with all partners - donors, international organizations (especially our sister UN System organizations), as well as international financial institutions, regional banks, major groups including the private sector, NGOs and community groups - to integrate fully commitments

and considerations on gender equality and women's empowerment and to ensure the participation of women and effective gender mainstreaming in their decision making and full programming cycle. We invite our partners to join us in playing a supportive role in developing countries' efforts to integrate fully commitments and considerations on gender equality and women's empowerment and ensure the participation of women and the effective gender mainstreaming in their decision making, programme planning, budgeting and implementation, in accordance with national legislation, priorities and capacities

INTRODUCTION

9. The United Nations Environment Programme (UNEP) has developed this Policy and Strategy on Gender Equality and the Environment 2014-2017 (P&S) to articulate its commitment to the achievement of meaningful gender equality results in its internal operations and in all its programming.
10. All UNEP policies, programmes and strategies during the 2014-2017 period will be developed and implemented in accordance with the requirements of the P&S, in parallel with the UNEP Medium Term Strategy (MTS) 2014-2017, of which it is an adjunct, and with which it will be jointly monitored and reported upon by the Senior Management Team.⁵

Vision⁶

11. A world in which people are understood to be at the centre of sustainable development that is just, equitable and inclusive, and where sustained and inclusive economic growth, social development and environmental protection are achieved, with benefit for all. A world in which freedom, peace and security are achieved, with respect for all human rights, including the right to development and the right to an adequate standard of living (including the right to food), the rule of law, gender equality, women's empowerment and the overall commitment to just and democratic societies.

Goal⁷

12. To catalyse a transition towards low carbon, resource efficient, fully equitable and non-discriminatory development, based on the protection and sustainable use of ecosystem services, coherent, inclusive and participatory environmental governance and the reduction of environmental risks for the well-being of current and future generations, male and female, and the attainment of global environmental goals in order to contribute to sustainable development, and realisation of the vision.

Objectives

13. To achieve this goal, UNEP will put in place the institutional arrangements described in Section II of this Policy and Strategy, in progressive compliance with the performance standards set out in the System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN SWAP), in order to achieve the following outputs:
14. Programme: Technical assistance provided to national, regional and local partners and stakeholders, so that their policies, plans and programmes achieve clearly articulated, time-bound and measurable gender equality and women's empowerment results in each of UNEP's sub-programme areas, identified based on gender analysis, assessed against clearly defined baseline data disaggregated by sex and age⁸.
15. Progress towards internal gender parity at all levels, and particularly at the P5 levels and above for women, and G7 levels and below for men, clearly demonstrated, according to the defined United Nations formula, as an objective indicator of organizational commitment to gender equality and women's rights, and of an organizational culture with the capacity to advance these ideals.

Guiding Principles

16. The following nine principles guide UNEP in the implementation of this Policy and Strategy (P&S)
 - a. As the lead organisation to coordinate environmental matters within the United Nations System, UNEP has the responsibility to model good practice and drive the achievement of the system's gender

equality mandate in all its environmental-related activities, including assessments and analyses, norms, guidelines and methods.

- b. The P&S is an adjunct of the MTS, and will be implemented, monitored and reported upon jointly with it.
- c. The responsibility for achieving the results set out in this document lies with the Executive Director, in accordance with his/her compact with the Secretary General, and cascades from him/her to each member of the Senior Management Team and through them to all personnel. Their respective tasks in this regard are clearly described in this document.
- d. This P&S is an interim document towards the full inclusion of gender equality considerations into Medium Term Strategy for UNEP for the current and future programming cycles, in accordance with system-wide good practice.
- e. Adequate financial and human resources will be allocated to implement the P&S and the Gender Implementation Plans in accordance with Governing Council decision 24/7 on "Committing resources toward the implementation of decision 23/11".
- f. The successful implementation of the P&S depends upon the provision of adequate human resources, which will be progressively put in place, including through:
 - A continuous capacity development programme tailored to the needs of various categories of personnel, and
 - Progress towards recruitment of staff with understanding of the gender dimensions of their respective technical areas, and commitment to apply them.
- g. The SMT will adapt this P&S periodically so that it is fully aligned with new directions and commitments that may emerge from dialogue on the post-2015 development scenario, Beijing +20 discussions, and other relevant fora.
- h. The SMT will consider adopting similar mainstreaming approaches to other aspects of economic and social safeguarding, as these come on stream, so that UNEP progressively moves towards a harmonized approach to all safeguards.

SECTION I: CONTEXT

Gender and Environment

17. Recent reviews of UNEP's gender mainstreaming performance identified, among other suggested areas of improvement a need for the organisation to clarify: "how the results of UNEP's work can contribute to promoting gender equality ... and the empowerment of women in the environmental sector."⁹ The relationship between UNEP's outputs and gender relations in countries is not currently well understood by UNEP staff, with corresponding weaknesses in the Programme of Work.¹⁰
18. In this context, the first and most important point to be considered in a highly technical area such as UNEP's sphere of activity is that development challenges and proposed solutions are frequently formulated in such a manner as to exclude consideration of underlying socio-economic factors. This obscures the actual linkages between technical outcomes and the socio-economic dimensions of needed policy change. Nevertheless, these underlying factors are always present, and will influence the ultimate impact of every intervention. The exact form of these underlying factors must be established for each project, and their salience either ruled out or the optimal means of addressing these factors established. This is achieved through socio-economic (gender) analysis before proceeding with even the most technical and apparently socially neutral of interventions.¹¹
19. Environmental conditions have different impacts on the lives of men and women due to existing gender inequality. In addition, the choices women and men make and how they can be agents of change depend on their roles in the society. In the global south women's and girl's traditional responsibilities as food growers, water and fuel gatherers and caregivers connect them closely to the available natural resources.¹²
20. Compounding this, several factors contribute to women's particular difficulties in redressing environmental imbalance: insecure land and tenure rights; obstructed access to natural resource assets; limited opportunities for participating in decision-making; limited access to basic education; lack of access to markets, capital, training, and technologies; and the double burden of responsibilities inside and outside the household.
21. A further self-evident outcome of the social and institutional structures that cause women to predominate in the more vulnerable and insecure social and economic spheres and limit their potential to influence the direction of environmental development, is that men predominate in environmental decision-making at global, national and local levels. Thus environmental policy making worldwide is deprived of the perspectives, insights and experiences of 50% of the population.
22. Due to these and other longstanding inequalities that silence their voices and neglect their needs, women in general, and poor women in particular, are disproportionately impacted by increasingly longer droughts, more severe storms and flooding, species depletion, soil degradation, deforestation, and other negative environmental changes.
23. Conversely, women are likely to benefit most directly from environmental conservation, protection and improvement, and evidence is clear that benefits experienced by women are passed more completely to their communities than those experienced by men, including through a greater positive impact on the nutrition and education of their children. Thus positive environmental outcomes for women are one important means to ensure sustainability.¹³
24. However, women are not only victims of climate change and environmental degradation. They also possess knowledge and skills that are critical to finding context-specific solutions to environmental challenges. Experience shows that the resilience of households and communities depends greatly on

- the resilience of women. Identifying and addressing both women's and men's needs, as well as promoting women as decision makers, are critical elements to ensuring the sustainability of environmental policy, planning and programming.
25. It is essential that environmental policies, programmes and finances incorporate and benefit from the knowledge and leadership of women, while also supporting women as they face today's unprecedented environmental challenges. Given the requisite tools and support, women are a driving force for the new, more equitable and more sustainable model of growth proposed in The Future We Want.¹⁴
 26. The Rio+20 process and the elaboration of a post 2015 development agenda provide unique opportunities to engage broadly and highlight the centrality of gender equality considerations in both the overall sustainable development agenda and UNEP's role as the driver of its environmental dimensions.

Gender mainstreaming

27. In 1995 United Nations member states and entities agreed that gender mainstreaming would be the methodology through which gender equality and women's empowerment would be achieved, and provided an initial definition of the process. Each Member State agreed:

To promote an active and visible policy of mainstreaming a gender perspective into all its policies and programmes, and support partners in the same endeavour, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively.¹⁵

28. This approach was further elaborated by ECOSOC in 1997, and this has since become the guiding definition for the United Nations system:

Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality¹⁶.

29. Since then both ECOSOC and the General Assembly have reaffirmed gender mainstreaming as the globally accepted strategy for achieving gender equality within the UN systems, and provided specific guidance for the inclusion of gender perspectives in the design, implementation, monitoring and evaluation of all policies and programmes, and in capacity development for all staff.¹⁷

30. In 2001 ECOSOC addressed the issue of Gender Parity and requested the United Nations system to:

..... ensure progress, including through managerial and departmental accountability, toward achieving the goal of a 50/50 gender balance at all levels throughout the United Nations System, with due regard to the representation of women from developing countries and keeping in mind the principle of equitable geographical representation

31. As these documents provide, gender mainstreaming is achieved through the progressive establishment of shared understanding of the centrality of gender equality and women's empowerment to the achievement of sustainable development. The methodology facilitates the inclusion of this understanding into the decision-making processes through which development challenges are defined, projects formulated and resources allocated.
32. In 2006 the CEB made this approach a central pillar of its System-wide Policy on Gender Equality and Women's Empowerment¹⁸, followed by the development of an action plan to guide the system-wide

implementation of this policy– the UN SWAP¹⁹. This framework was adopted in 2012 and came into mandatory system-wide operation in 2013.

33. The Quadrennial Comprehensive Programme Review (QCPR) of December 2012 encouraged and requested robust action for gender equality and women's empowerment, stating that: gender equality is of fundamental importance for achieving sustained and inclusive economic growth, poverty eradication and sustainable development, in accordance with the relevant resolutions of the General Assembly and United Nations conferences, and that investing in the development of women and girls has a multiplier effect, in particular on productivity, efficiency and sustained and inclusive economic growth, in all sectors of the economy, especially in key areas such as agriculture, industry and services.
34. UNEP's work on gender mainstreaming is now governed by this UNSWAP which will increasingly shape its sustainable development interventions as gender mainstreaming capacity²⁰ is enhanced during the 2014-2017 period, enabling stronger results than have been possible in the past, increased resource mobilisation and more resilient and durable results. This P&S is fully aligned with it.

Mandate

35. As the lead organisation to coordinate environmental matters within the United Nations System, UNEP has the responsibility to drive the achievement of the System's gender equality mandate in its environmental assessments and analyses, norms, guidelines and methods, for use by stakeholders looking for guidance on how to effectively manage the environment for their sustainable development and economic growth.²¹
36. The global mandate for the attainment of gender equality and women's empowerment is reflected in decisions taken by the UNEP Governing Council (up until 2013 with the establishment of the UN Environment Assembly).
37. Specifically, Decision 23/11 on *Gender Equality and the Environment* required UNEP to renew its efforts to prioritize gender mainstreaming in all aspects of its environment and sustainable development work, while Decision 24/7 on *Committing resources toward the implementation of decision 23/11* mandated the allocation of sufficient financial and human resources to this endeavour.

The specifics of this over-arching mandate are described below.

Fundamental Rights and Freedoms

Charter of the United Nations (1945)

38. This policy statement is ultimately founded on the United Nations Charter, which stated in its very first paragraph, inter alia:

We the peoples of the United Nations determined To reaffirm faith in fundamental human rights, the dignity and worth of the human person, in the equal rights of men and women and of nations large and small.

CEDAW (1979)

39. Drawing on the Universal Declaration of Human Rights, the principle of equal rights and non-discrimination between men and women was fully elaborated and established under the Convention on the Elimination of all forms of Discrimination against Women (CEDAW, 1979). The Convention states that the full and complete development of a country, the welfare of the world and the cause of peace require the maximum participation of women on equal terms with men in all fields, and specifically provided:

Article 1 For the purposes of the present Convention, the term "discrimination against women" shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

Article 3 States Parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.

40. Many CEDAW provisions are salient to UNEP priorities, including in the areas of: political and public life, representation, nationality; rights to land and water, education; employment; health; and economic and social benefits. CEDAW provisions are therefore among the principal global commitments with which environmental initiatives need to be aligned, requiring the programme to positively establish that all its interventions are non-discriminatory.

Sustainable Development

United Nations Conference on the Environment and Development and Agenda 21 (UNCED 1992)

41. An important feature of CEDAW, unlike other conventions which address government responsibilities only, is that under its provisions national authorities are required to hold non-governmental parties accountable for non-discrimination, including, for example, in the areas of environmental finance and technological change.
42. Agenda 21 was adopted at the United Nations Conference on Environment and Development, in Rio de Janeiro in 1992. Chapter 24, entitled Global Action for Women towards Sustainable Development, calls upon governments to make the necessary constitutional, legal, administrative, cultural, social and economic changes in order to eliminate all obstacles to women's full involvement in sustainable development and in public life.
43. Agenda 21 made 145 references to linkages between women and environment and sustainable development, recognizes the importance of the knowledge and traditional practices of women, and underscores the contribution women have made to biodiversity conservation.

Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs)

44. The Millennium Development Goals (MDGs), including MDG 3 on Gender Equality and MDG 7 on Environmental Sustainability will continue to frame UNEP programming for the years 2014 and 2015. Rio+20 expressed the agreement of Member States to build on the success of the MDGs by developing a set of Sustainable Development Goals (SDGs) that are global in nature and universally applicable, as part of the post 2015 development agenda.

The Future We Want (Rio+20 2012)

45. Adopted in Rio de Janeiro in June 2012, and by the General Assembly the following month, this document resolves to unlock the potential of women as drivers of sustainable development, including through the repeal of discriminatory laws and the removal of formal barriers, and commits member states to actively promote the collection, analysis and use of gender equality indicators and sex-disaggregated data.
46. Further, this document affirms that green economy policies in the context of sustainable development and poverty eradication should enhance the welfare of women and mobilize the full potential and ensure the equal contribution of both women and men.

47. The sub-section on Gender Equality and Women's Empowerment, in Section V of The Future We Want, has been adopted by UNEP as its Policy Statement for Gender Equality and the Empowerment of Women.²²
48. A number of follow up conferences and conventions on sustainable development have reiterated the importance of integrating principles of gender equality and women's empowerment into development programmes²³.

Gender Equality and Women's Empowerment

United Nations Conference on Women: equality, development, peace, and Platform for Action (Beijing 1995)

49. Member States agreed unanimously at the Fourth World Conference on Women, held at Beijing in 1995, that it is essential to design, implement and monitor, with the full participation of women, effective, efficient and mutually reinforcing gender-responsive policies and programmes, including development policies and programmes at all levels, to foster the empowerment and advancement of women.²⁴
50. The Beijing Platform for Action commits Member States and United Nations system entities to involve women actively in environmental decision-making, integrate gender concerns and perspectives in policies and programmes for sustainable development, and establish or strengthen mechanisms at the national, regional and international levels to assess the impact of development and environmental policies on women. The document recommends non-governmental organisations and the private sector to undertake the same commitments, and makes recommendation for specific action by each.²⁵
51. The ten-year Review of the Beijing Platform for Action (Beijing +10) called upon Member States to enhance rural women's income-generating potential, noting the importance of the agricultural sector, particularly in developing countries, and the importance of greater security of land tenure and property ownership for resource mobilization and environmental management.²⁶ The fifteen-year review (Beijing +15) called for the sharing of experiences so as overcome remaining obstacles and new challenges, particularly those related to the Millennium Development Goals²⁷.

*The UN System-wide Policy for Gender Equality and the Empowerment of Women*²⁸

52. In 2012, the United Nations Chief Executives Board for Coordination (CEB) adopted a system-wide Action Plan (UN SWAP) on gender equality and women's empowerment, an accountability framework designed to measure, monitor and drive progress towards a common set of standards for the achievement of gender equality and the empowerment of women. It applies to all entities, departments and offices of the UN system. Responsibility for coordinating the operationalization and tracking of this mechanism has been assigned to UN-Women.²⁹
53. The cornerstone of this mechanism is the System-wide Policy on Gender Equality and the Empowerment of Women, endorsed by the CEB in 2006. This policy identifies six key factors, or "elements", of gender mainstreaming that the United Nations system must put in place, in accordance with the various mandates of its entities, including UNEP, if it is to contribute meaningfully to greater results.³⁰ These elements are:
 1. **Accountability** for gender equality results among staff at all levels in order to close implementation gaps both in policy areas and in the field:
 2. **Results-based management for gender equality** by utilizing common-system indicators and measurement protocols;

3. **Oversight through monitoring, evaluation, audit and reporting** by means of, *inter alia*, peer reviews, gender audits and collection of sex-disaggregated baseline and monitoring data;
 4. **Human and financial resources**, including better utilization of current resources, joint programming, allocation of additional resources where required, alignment of resources with expected outcomes and tracking the utilization of resources. Significant attention is also paid to gender parity, and the creation and preservation of a positive organizational culture;
 5. **Capacity Development**: developing and/or strengthening staff capacity and competency in gender mainstreaming by adopting both common-system and entity-specific capacity development approaches; and
 6. **Coherence, coordination and knowledge and information management** at the global, regional and national levels, including the development of robust partnerships with women's organizations and policy modalities.
54. In light of this policy, a *System-wide Action Plan (UN SWAP) for Gender Equality and the Empowerment of Women* came into force in 2013, and specifies the corporate processes and institutional arrangements that must be in place for effective gender mainstreaming at the level of each United Nations entity. It provides a means to plan, monitor and report upon the establishment and use of gender mainstreaming processes across the United Nations system, in a consistent and comparable manner.³¹
55. The UN SWAP is the foundation of UNEP's operational strategy for gender mainstreaming outlined in Section III of this document, enabling the organization to address the challenges identified over the years, and most recently in two assessments of its Gender Plan of Action 2006-10, described below.

Outcomes of the Gender Plan of Action (GePA) 2006-10

56. In 2011 the Executive Director requested the Evaluation Office to undertake a review of the implementation of the UNEP GePA during the period 2006-2011. The review critically assessed UNEP's progress in ensuring gender equality at the organisational level, as well as in mainstreaming gender throughout UNEP's programme activities.³² Overall the review found that there was a lack of uniformity and sustainability in the gender mainstreaming efforts of the organization at programme and operational levels, accordingly the GePA was not fully achieved.

Key findings of this review were:

Programmatic level:

57. There had been great strides in integrating gender language into the more than 70% of project documents and most projects make reference to women's gender equality considerations. However, the definition of specific interventions to ensure equitable outcomes for men and women are typically lacking, and without baseline studies, indicators of performance or other means to measure the results of these interventions
58. UNEP has not yet been able to demonstrate its contribution to the promotion of gender equality in the environmental sector

Operational level:

59. The lack of any accountability or financial tracking, knowledge management, monitoring or evaluation mechanisms have constituted an absolute block to gender mainstreaming, an inherently results-based process.

60. Although there was a focus on mainstreaming gender in the UNEP's institutional arrangements, a number of limitations existed. These were in human and financial resources, particularly the absence of any clear accountability framework or a dedicated Gender Unit to support the organisation-wide effort, meant that the necessary institutional arrangements were not in place.
61. In order to fully implement the recommendations of this review, the Executive Director appointed a Gender Task Team (GTT) to review these findings in light of the UN SWAP requirements, and propose concrete action on how to pursue gender mainstreaming more strategically in UNEP's programmatic work, provide strategic direction for a revised Gender Framework for UNEP, in line with the UN SWAP; and provide concrete advice on improved (more equitable) human resource management. The GTT report was completed in December 2012.³³

The combined findings of these two documents, in conjunction with the UN SWAP requirements have shaped this P&S.

Lessons Learned and continuing challenges

62. The reviews noted that the GePA was not aligned with corporate planning, policymaking or reporting mechanisms, lacked a clear vision for achievement and was not results-based, having no specific expected accomplishments. These design shortfalls presented serious challenges to the achievement of programme results, that senior management is now determined to overcome.
63. The principal lessons learned are the central importance of robust advocacy and championing of gender equality considerations by Senior Management, and the need to clarify a results framework that is a clear expression of the organizational commitment.
64. In addition, there is need for clear definition of "how the results of UNEP's work can contribute to promoting gender equality ... and the empowerment of women in the environmental sector."³⁴
65. The reviews noted continuing challenges that may constrain achievement of results include insufficient resource allocation from core funds and external resource mobilisation, difficulties in including and monitoring expected gender-equality based goals in the ePerformance documents and workplans of all staff, and limitations in understanding of the gendered implications of the UNEP sub-programme areas, and how these may either be leveraged or mitigated, according to circumstances, to ensure steadily improving programme performance.
66. The formulaic inclusion of gender-related language in the majority of projects, without correlative socio-economic (gender) analysis, baseline data disaggregated by sex and age, expected gender equality based goals and indicators or resources, is indicative of an underlying limitation in socio-economic and results-based management capacity which requires urgent attention.

Strengths and Opportunities

67. The main strength of UNEP in moving forward on its gender equality and women's empowerment mandate is the renewed interest and commitment of Senior Management as reflected in the compact that the Executive Director has with the UN Secretary General .
68. A further strength is the newly revised gender architecture based on recommendations of the GTT which provides meaningful guidance and support to colleagues in their improving achievement of consistently good results.
69. A third strength is the Gender Implementation Plan 2014-2017 (GIP) and its related results-framework that are linked with the P&S. This Implementation Plan lays out the definite interventions that will operationalize the broad strategic directions set out in this strategy document, especially in Section II. In providing expected gender equality-based accomplishments

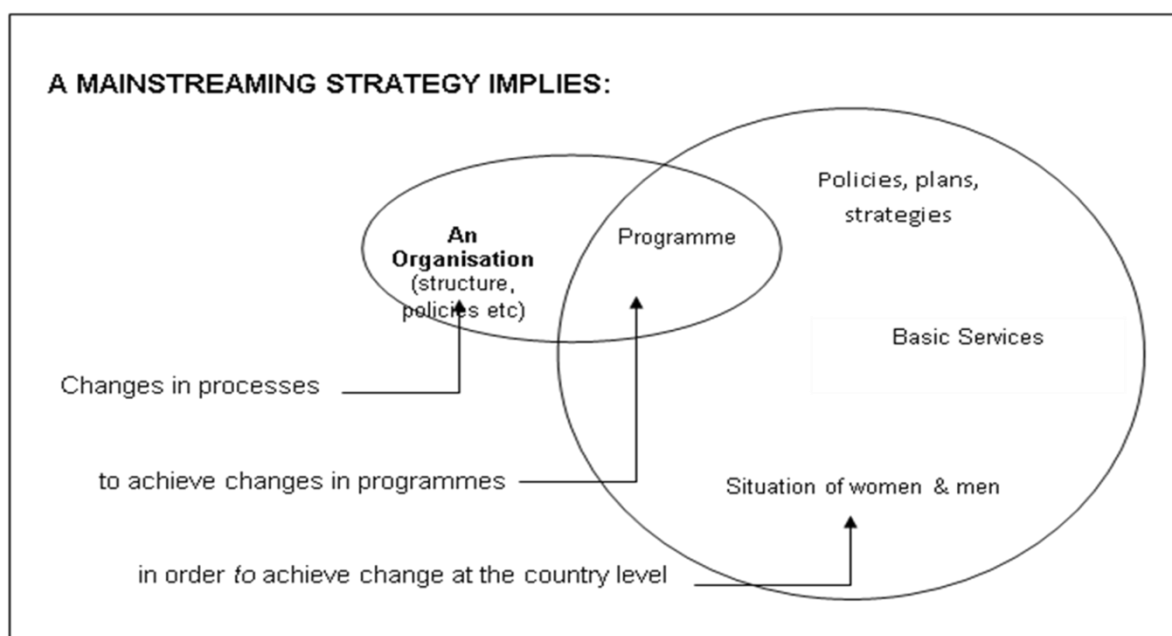
and performance indicators, this action plan and results framework offer the real possibility of measurable impact on gender equality and the empowerment of women.

70. A major opportunity for improved result is provided by the UN SWAP, which came into full operation in 2013. As described elsewhere in this Policy and Strategy, this mechanism distils the experience of over 15 years of system-wide activity to advance gender equality and the empowerment of women, and has been extensively pilot-tested during the five years of its development.³⁵ Section III of this Policy and Strategy is fully aligned with the UN SWAP, and if fully implemented and monitored by Senior Management, has potential to yield steadily improving performance for UNEP.³⁶

SECTION II. UNEP'S BUSINESS MODEL FOR GENDER MAINSTREAMING

71. The corporate principles and service lines described in the 2014-2017 MTS will be achieved and delivered in a gender-responsive and non-discriminatory manner by putting in place the set of clearly defined institutional structures and procedures described below. By operationalizing these systematically, UNEP will remove, or where this is not possible mitigate, barriers to gender mainstreaming that prevented full implementation of the GePA.
72. The UNEP business model for gender mainstreaming is derived from the system-wide gender mainstreaming methodology. It articulates two areas, or levels, at which gender mainstreaming takes place: *the level of the organisation* (institutional arrangements described in this Section) and *the level of the programme*, in order to achieve the desired results for women and men at all levels (global to country) described in Section III, as summarised in this graphic.³⁷

Graphic 1: The Three Spheres of Gender Mainstreaming



INSTITUTIONAL ARRANGEMENTS

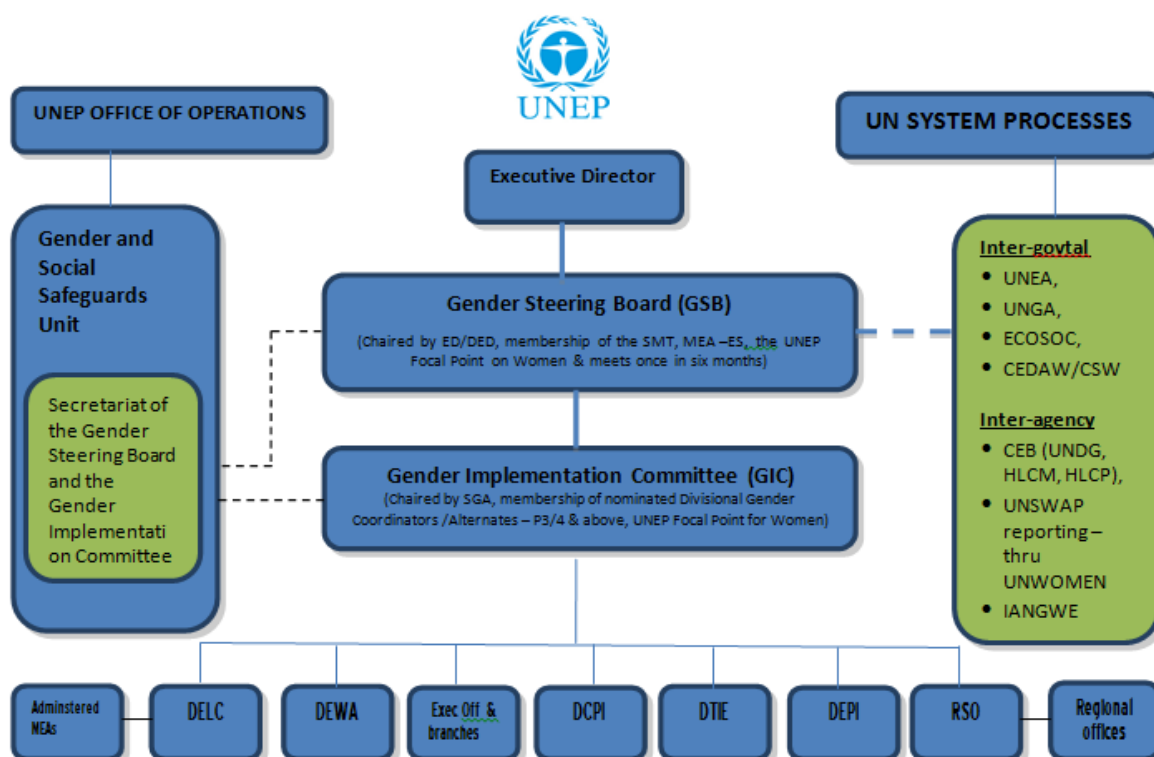
73. Modifications to the organizational processes described in this Section will enable improvements in project formulation, so that UNEP will be able to deliver results that reflect its mandate more completely than formerly, responding to the concerns expressed in recent assessments.

The Gender Architecture³⁸

74. A specific governance and advisory structure has been established to assist the organisation in implementing the business model that is described above, under the ultimate authority and responsibility of the Executive Director. Its purpose is to support the Senior Management Team and their respective personnel in operationalizing the business model, implementing the UN SWAP and ensuring organisational accountability for gender mainstreaming, as provided in the ED's compact with the United Nations Secretary General.

75. This structure, known as the “gender architecture” of UNEP, comprises a steering board, an implementing committee and a cross-organisational team of thematic and technical Gender Coordinators and Gender Focal teams, all coordinated by the UNEP Gender and Social Safeguards Unit, as illustrated in Graphic 2. The roles and responsibilities are briefly described below and full Terms of Reference for each body are annexed herein.

Graphic 2: The Gender Architecture



The Gender Architecture: Roles and responsibilities

The Gender Steering Board (GSB)

76. The ultimate responsibility for achievement of the results specified in this document resides with Executive Director, as expressed in his/her compact with the Secretary General, and with the Senior Management Team.³⁹
77. The principal oversight mechanism is the Senior Management Team (SMT), which sits bi-annually as the Gender Steering Board. It has the responsibility to monitor the implementation of this Policy and Strategy by Divisions, Regional Offices and MEA Secretariats, issuing recognition for good performance and guidance for improvement. Where necessary the GSB will also issue sanction for poor performance.
78. The Senior Management Team will meet as the Gender Steering Board, chaired by the ED/DED, at least twice a year to assess progress in implementing successive Programmes of Work during the MTS 2014-2017, and in the achievement of each provision of the Institutional Arrangements of this Policy and Strategy.

79. The GSB comprises the ED/DED (chair), Division Directors and heads of MEA Secretariats, plus the Director, Office for Operations and Corporate Services (OfO) and Evaluation Office (EO). The Gender and Social Safeguards Unit within OfO will act as Secretariat to the GSB.
80. All Divisions, Regional Offices and MEA Secretariats will report at least annually to the GSB, using agreed formats to be provided by GSSU, and its deliberations will be made public.

Gender Implementation Committee (GIC)

81. The GIC comprises all Gender Coordinators, the UNEP Focal Point for Women and the Gender and Social Safeguards Unit. The Senior Gender Advisor chairs it.
82. The GIC provides technical guidance to all staff on implementation of this Policy and Strategy, and discusses and provides advice on other matters relevant to UNEP's gender equality goals.

Gender Coordinators

83. Each Division Director, Regional Director and Head of MEA Secretariat will identify one staff member, at the level of P3 or above, to undertake the role of Gender Coordinator for their Division. Unit management will ensure that these personnel have the necessary gender mainstreaming capability.
84. Twenty (20) per cent of the Gender Coordinator's time is to be dedicated to their gender mainstreaming responsibilities (as required under the UN SWAP). Managers/ supervisors should ensure that these responsibilities are not seen as an "add on" to existing responsibilities and should ensure that these tasks are integrated into the overall workplan of the Gender coordinator
85. Wherever possible each Division Director, Regional Director, and Head of MEA Secretariat will form a Gender Focal Team composed of a member of staff from each unit/branch, to reinforce each other's work and support the Gender Coordinator, in accordance with system-wide good practice. Where such a team is established, the Gender Coordinator will manage it.⁴⁰

Gender and Social Safeguards Unit (GSSU)

86. The GSSU is located within the Office for Operations (OfO). It is headed by the Senior Gender Adviser (SGA), who reports to the Chief of OfO, with the Deputy Executive Director (DED) as the second reporting officer.
87. The overall mandate of the GSSU is to undertake the coordination, monitoring, knowledge management, capacity building and technical support for gender mainstreaming across the organization.⁴¹ A particular focus will be coordination of the Gender Coordinators/Gender Focal Points, to maximise their shared learning and mutual support.
88. In addition, the GSSU oversees the integration of environmental, social and economic safeguards in UNEP's programme and project planning, management and monitoring.

Focal Point for Women

89. A key member of the Gender Architecture is the Focal Point for Women, appointed in accordance with ST/SBGB/2008/12, to provide support to the Executive Director in fulfilling his/her responsibilities for the achievement of gender balance within the organization.
90. The Focal Point for Women will have access to all information necessary for the discharge of his/her functions, access to staff of the Executive Office, and senior management to carry out its duties, while respecting the principle of confidentiality.

91. The Focal Point for Women is located in the Office for Operations. She/he will work in close cooperation with the Senior Gender Adviser and also maintain close contact with the Human Resources and Training Unit (HRTU) of the OfO.
92. An existing staff member may be assigned this task at a minimum 50% of her/his time. In the alternative, the tasks of the Focal Point of Women maybe undertaken by the Division and Regional office Administrative/Human Resources officers under the guidance of the GSSU and the HRTU

Responsibilities of all Categories of Staff

93. Various categories of staff have complementary responsibilities for gender mainstreaming under this Policy and Strategy, for which capacity will be steadily developed where needed. The accountabilities for these responsibilities are set out below.
 - The ED, DED, division directors and senior managers have the responsibility to advocate, internally and externally, gender equality and women's inclusion and empowerment and raise UNEP's profile as an organization committed to improving its gender mainstreaming results. They have the responsibility to insist upon and enhance gender mainstreaming performance throughout the entity and accelerating progress towards gender parity in management. The successful implementation of this Policy and Strategy rests above all on the extent to which senior management is active in this way.⁴²
 - Senior Managers and supervisors have the responsibility to translate those aspects of this Policy and Strategy relevant to their programme goals into planned activities and results for their branch or unit, and to guide their staff in achieving these results. These results must be recorded and tracked through the ePerformance mechanism. They may call upon the respective Gender Coordinators, Gender Focal Points and/or the Gender and Social Safeguards Unit to assist in this task.
 - All staff have the responsibility, in consultation with their supervisors, and where appropriate the Gender and Social Safeguards Unit, to select those strategic priorities of this Policy and Strategy that have salience for their own work, and to identify a personal goal or goals that will contribute to the attainment of these priorities, to be recorded and tracked through performance document and work plan. The Gender Coordinator in their division and/or the Gender and Social Safeguards Unit can assist in this task where needed.
 - Staff members are encouraged to include a gender relevant goal in their ePerformance document and that of their respective supervisors.
 - UNEP's Gender and Social Safeguards Unit and Gender Coordinators have the responsibility to support both managers and staff in their respective gender mainstreaming responsibilities, in particular in the design, implementation and monitoring of robust results-based projects that contribute to the advancement of equality and non-discrimination, and in the sharing of gender-related knowledge and information.
 - Gender Coordinators have a support and advisory function. They must not be assigned sole responsibility for all gender-related activity in their respective divisions. Where this happens, gender mainstreaming is, by definition, inhibited.
 - The ultimate responsibility for gender mainstreaming in each unit resides with the manager of that unit, while each member of staff is responsible for contributing to organizational goals for gender equality and the empowerment of women, in ways that are appropriate to their own work.

Implementation

94. Within three months of the approval of this Policy and Strategy a four-year Gender Implementation Plan (GIP) for 2014- 17 as the strategic planning document to implement this Policy and Strategy. This will be aligned with the corporate POW for 2014-2015 and 2016-2017 and reviewed at the end of each biennium. The GIP will address gender issues at the level of expected gender equality accomplishments, aligning all project elements and performance indicators to contribute to these expected accomplishments (in accordance with established results-based management principles)⁴³.

Oversight

95. Each evaluation undertaken by UNEP during the planning period will be designed and implemented in accordance with the *UNEG Gender Norms and Standards* and the *UNEG Guidance on Integration of Human Rights and Gender Equality in Evaluations*, and monitored accordingly. The terms of reference for each evaluation will specify the gender equality considerations to be assessed by the evaluation team, and will define the gender expertise to be included in the evaluation team.
96. The default assumption will be that such expertise is required for each project in all sub-programme areas that has any socio-economic content or implications, and it will be the responsibility of project managers, in consultation with Gender Coordinators and the GSSU, to provide the Gender Steering Board with a clear explanation for those projects for which he/she believes that gender expertise on the evaluation team would not be required.
97. The GSSU will be consulted at the outset of evaluation preparations, and as necessary to ensure that appropriate levels of gender expertise are included in evaluation teams.⁴⁴
98. The Evaluation Office will monitor the extent to which the Risks to the successful accomplishment of this P&S are being managed within the organisation, as an integral part of the on-going management of its risk-based planning, and hold the relevant personnel accountable for a positive and solution-based approach to the gender mainstreaming dimensions of UNEP's risk management, listed at the end of this document.
99. The Office of Internal Oversight will be invited to undertake an audit of UNEP's risk management and achievement under both the programme and operational dimensions of the P&S once during the programme cycle, and with due regard to preparations for the next cycle.
100. Consideration will be given to fielding a participatory Gender Audit of UNEP once during the programme cycle, in accordance with the methodology developed by ILO.
101. This Policy and Strategy will be reviewed immediately before the commencement of the next programme cycle through an evaluation workshop with senior management, which will assess progress and issue an implementation report. This report will be factored into preparations for the next MTS, so that it will be fully gender-integrated.
102. Programme quality assessment processes will fully reflect the relevant gender analysis, and provide advice to the Gender Steering Board where recognition of good performance is appropriate.

Financial Resources

103. A financial resource tracking mechanism, known as a Gender Marker, will be developed and integrated with the PIMS, so that disbursement of funds to gender equality and women's empowerment results can be quantified and tracked.

104. By 2017 the disbursement of funds that promote gender equality and women's empowerment are quantified by project, by sub-programme and for the organization as a whole, using the Gender Marker, so that future work plans and budget allocations can be informed by the information it reveals.
105. All Divisions, Regional Offices and MEA Secretariats will allocate not less than 1 per cent of programme and operations funds to gender mainstreaming actions and, where appropriate, at least 1 per cent of project funds.
106. By the end of 2015 the Office of Donor Coordination and Resource Mobilisation will have developed a gender-related resource mobilization strategy to ensure that UNEP's action is well-targeted to national and donor requirements for progress towards gender equality and the empowerment of women, so that UNEP can tap the considerable gender-related resources that are available.
107. The Gender and Social Safeguards Unit will be allocated resources commensurate with its broad responsibilities, in accordance with GC Decision 24/7 to fully support implementation of GC Decision 23/11 and this Policy and Strategy.
108. Wherever possible, funds will be ear-marked to support networking by Gender Coordinators and Gender Focal Points. Networking is a critical and relatively low-cost form of capacity development that can have a marked impact on individual and organizational performance . See also 'Partnerships' below.

Human Resources

109. UNEP will revise the required staff competencies so that they include commitment to gender equality and the empowerment of women, demonstrated ability to operationalize the core values in the context of incumbents' respective job descriptions.
110. These commitments and competencies will be integrated into the job descriptions of all personnel, with particular focus on levels P4, or equivalent, and above.
111. The terms of reference for all decision-making positions on committees, advisory bodies and ad-hoc entities will include demonstrated ability to operationalize these core values in the context of the work of the committee, advisory body or ad-hoc entity
112. Signed compacts between the ED and each Division Director will include identified aspects of this Policy and Strategy that must be included in their divisional work plans in order for progress to be monitored systematically. Achievement of these indicators will be reviewed and evaluated annually as required under their respective performance reviews.
113. The performance requirements of senior managers will be reflected in the compacts with the ED, cascading to all staff members as appropriate, and will be reflected in at least one specific expected gender accomplishment for each member of staff, with corresponding performance indicators, monitored annually through the ePerformance mechanism.

Gender Parity

114. UNEP will make progressive steps towards gender parity according to the agreed system-wide formula, to achieve a corporate goal of 45 per cent female staff at levels P4 and above, and at least 30 per cent male staff at G7 and below by the end of 2017, in accordance with the UN Human Resource Management Strategy.
115. The OfO-Human Resources and Training Unit (HRTU) will review and amend its recruitment and promotion mechanisms as needed to ensure that progress towards this goal is accelerated.

116. The OfO-HRTU will establish staff surveys and implementation plans to be carried out every four years to assess general satisfaction and morale among staff, disaggregated by sex, and institute a systematic practice of exit surveys for all separating personnel, so that lessons may be learned and progress towards the establishment of fully egalitarian human resource management practices is accelerated.
117. To facilitate tracking of progress towards this goal, UNEP will update the gender scorecard mechanism so that it is capable of providing, for each duty station, sex-disaggregated information on: incumbency at each level; applications for advertised posts; short-lists for applications; recommended and selected candidates (for permanent, fixed term and temporary positions); length of time in grade; General Service to Professional transition; inter-agency mobility and secondment; retirement; and separation (both resignation and appointment expiration). With this information, UNEP will be able to analyse its gender parity situation more accurately, and recommend targeted action to address the identified bottlenecks.
118. Senior managers will demonstrate leadership and public championship of the organization's commitment to gender parity, and play an active role in implementing it through the recruitment, performance appraisal and promotion mechanisms, and implementing the policies, rules and regulations cited under Organisational Culture below.⁴⁵
119. Senior managers will do this in recognition that gender parity cannot be achieved based on numerical targets alone, but is the inevitable outcome of an enabling organizational culture and environment.

Organizational Culture

120. The OFO-Human Resources and Training Unit will in the period 2015-2017 actively and visibly promote and monitor the complete body of United Nations policies, rules and regulations on work-life balance, for both men and women as applicable, in the clear understanding that all personnel, male and female, are benefited by a balance between work and home life. These include policies on maternity, paternity, adoption, family emergency leave, breast feeding, childcare, and flexible work arrangements. All managers and supervisors will operationalise these policies, rules and regulations .

Sexual Harassment

121. UNEP will put in place a Policy Against Sexual Harassment and Abuse of Authority, in accordance with the United Nations policy of zero tolerance towards these behaviours. Senior managers will explicitly and publicly promote and champion this policy.
122. During 2014 -2015 biennium, a UNEP-wide, web-based, perception survey on various gender-related Human Resources issues will be developed and undertaken, and its outcomes discussed and shared in a 'brown bag' or similar setting, with a view to developing strategic priorities for the implementation of system-wide requirements in this area, to be taken up by Senior Management as a matter of urgency, and where appropriate incorporated into policy.

Capacity Development

123. UNEP will undertake a gender mainstreaming capacity assessment for Gender Coordinators and Focal Points, and based on it develop a corresponding Capacity Development Plan, integrated with the corporate Gender Implementation Plan.

- 124. The Capacity Development Plan will be adequately resourced and implemented. It will be updated at least every five years.
- 125. UNEP will continue and expand ongoing mandatory gender training for all levels of staff at Headquarters, regional and country offices as well as MEA secretariats, so that they are fully enabled to undertake the gender mainstreaming tasks required at their respective levels.
- 126. UNEP will develop a range of corporate learning opportunities and materials, which will be placed on the renewed intranet pages. These will include an induction package on gender mainstreaming for new personnel; tailored guidance to senior managers and supervisors on their responsibilities under the P&S, an online training course(s) on gender mainstreaming; enhanced core and thematic awareness-raising materials, and specific thematic and programmatic materials.

Communication, Knowledge and Information Management and Coherence

Knowledge Generation and communication:

- 127. UNEP will continuously ensure the internal production and exchange of information on gender equality and women's empowerment related to its sub-programme areas, making clear the linkages between gender, environment, and poverty. Institutional knowledge will be generated in the inter-locking areas of gender, environment and sustainable development, particularly through review of relevant methodologies and collaboration with external institutional experts on this topic.
- 128. UNEP's Communication Plan will include issues related to gender equality and women's empowerment as an integral component of internal and public information dissemination.
- 129. UNEP staff will participate actively in inter-agency Communities of Practice on gender equality and women's empowerment.
- 130. UNEP will collaborate to the maximum extent possible with scientific institutions in the promotion of scientific exchange programmes on gender and environment.
- 131. At least 4 staff per year and per region will be able to benefit from a scientific exchange programme on condition that they commit to actively sharing within their Division/ Office the knowledge and experience acquired during their exchange
- 132. The UNEP gender website and intranet page will be updated regularly to reflect recent developments and to ensure that all relevant documentation and information is readily available.⁴⁶
- 133. UNEP will continue and expand the production and dissemination of relevant knowledge products for public information, so that it can take its place as a global opinion leader on matters relevant to gender and sustainable development, in particular in connection with its own sub-programme areas.

Coherence:

- 134. UNEP offices will participate actively in inter-agency coordination mechanisms on gender equality and women's empowerment, and also seek to incorporate gender equality and women's empowerment considerations into the deliberations and activities of all such mechanisms.
- 135. UNEP will participate actively in the UN SWAP Peer Review process and submit periodic reports to ECOSOC and UN Women.

Partnerships:

136. UNEP units, and especially the Sub-programmes and MEA Secretariats, will be active in partnership with a wide range of stakeholders in gender equality and sustainable development, including a range of non-governmental organisations active in the sub-programme areas and committed to gender equality and the empowerment of women.
137. These partnerships and alliances will be specified in the biennial Programmes of Work for each Sub-programme and MEA, and in the Gender Implementation Plan, and monitored with these documents.
138. Specific efforts will be made to summarise the mutual learning that arises in the context of such collaboration. Specific targets related to UNEP's partners and stakeholders, will be elaborated in the Gender Implementation Plans,
139. The following entities will be specifically and actively included as UNEP partners in the achievement of its gender equality and women's empowerment goals:
 - The Network of Women Ministers and Leaders of Environment (NWMLE) and its Regional Chapters;
 - Alliances with environmental organizations with a gender perspective such as the International Union for Conservation of Nature (IUCN);
 - Networks of women activists within the sustainable development arena, such as the Global Gender Alliance (GGCA), the UNEP Women's Major Group, Women Environment and Development Organization (WEDO) and Women in Europe for A Common Future (WECF) and others
 - Ministries of Environment, specifically to develop capacities on gender mainstreaming within the Bali Strategic Plan framework;
 - Multilateral Environment Agreements in relation to gender mainstreaming and capacity building of staff;
 - Alliances with sister organizations of the United Nations system by all available means, and especially through active participation in United Nations Country Teams, bringing the environmental dimension to Gender Teams, and to the inclusion of environmental considerations in other teams.
 - Centres of Excellence, ensuring scientific exchange programmes that either include or focus upon gender and environment

SECTION III: THEMATIC RESULTS ⁴⁷

Introduction

140. UNEP is fully committed to the achievement of more gender-sensitive results in its programme performance as one important means of working towards environmental sustainability. The Programme of Work developed for 2014-2015 and 2016 -17 emphasizes the integration of gender perspectives into policy documents and in project design and implementation. This will require regular monitoring and evaluation of the implementation of identified gender actions against indicators to enable determining of results achieved at project and programme levels.
141. The SMT will make a specific commitment to the inclusion of gender analysis in each Sub-Programme area in the Strategic Framework and subsequent Programme of Work.
142. To facilitate preparations for the next planning cycle in accordance with this declaration, the GSSU will be included as a full member of the preparatory process for the next MTS, from the earliest point of its inception and throughout.
143. Each Sub-Programme of the Strategic Framework will undertake a gender analysis of its thematic priorities, and integrate gender language into at least one expected accomplishment, based on that analysis.
144. The Strategic Framework 2018-2019 will incorporate gender analysis for each Sub-Programme. Each Sub-programme will be required to include at least one fully-fledged gender equality expected accomplishment in its Results Framework, drawing on the gender analysis and with corresponding specific indicator or indicators.
145. For the Programmes of Work 2014-2015 and 2016 -2017, an estimated 50 percent of UNEP projects will demonstrate integration of gender considerations in each phase of project formulation and implementation, in accordance with established results-based management principles.⁴⁸
146. Achievement of these standards will be monitored by the GSB through the MTS Results Framework and Gender Results Framework, and reported annually through the normal corporate channels.
147. By mid-2015, the Gender Implementation Plans of each Division, Regional Office and MEA Secretariat (subject to their mandates) will have been completed according to the parameters set out here, reviewed by GIC and approved by the GSB or, as appropriate, by MEA Secretariat governing bodies.⁴⁹
148. At least one example of a well-designed gender project will be identified by the Gender Implementation Committee each year. It will be shared widely as an example of good practice, and developed as appropriate into a training instrument.
149. UNEP project data will be progressively disaggregated by age and sex, and this disaggregated data will be included in corporate reports, so that by 2017 all such data in all corporate reports is fully disaggregated.
150. The GSB will establish a mechanism to guide Project Managers in identifying and including gender results and indicators in project design, and subsequently to support the annual monitoring and reporting by Project Managers on improvement in disaggregation of data in their respective areas of responsibility.

151. Gender Focal Points will be involved early in the project planning process to maximise the mainstreaming of gender equality considerations into UNEP's overall results-based management (particularly to support the provision of adequate gender analysis, baseline information and gender-sensitive indicators and to lay the groundwork for the inclusion of gender equality considerations into eventual evaluations), as recommended by the United Nations Office for Internal Oversight.⁵⁰
152. Progress towards more effective and gender-responsive programme results, clearly linked to UNEP's environmental policy commitments, will be monitored or tracked, against agreed performance indicators through the following mechanisms:
 - **Accountability:** Senior Management accountability, exercised through close monitoring of the: (a) the Gender Results Framework; (b) UN SWAP compliance; and (c) the ePerformance document and workplan of their supervisees.
 - **Gender Implementation Plan 2014-2017 and Results Framework Expected Accomplishments:** In compliance with UN Secretariat requirements, each Sub-Programme of the Strategic Framework 2016-2017 will be required to integrate gender language into at least one expected accomplishment. For the Strategic Framework 2018-2019 each Sub-Programme will be required to include at least one fully-fledged gender equality expected accomplishment in its Results Framework and incorporate gender language into others. Achievement of these standards will be monitored by the GSSU through the Gender Results Framework and reported to the GSB.
 - **Individual Work Plan Expected Accomplishments:** The inclusion of at least one gender-related goal in the work plan of each staff member at all levels, monitored through the ePerformance process; and
 - **The provision of sufficient human and financial resources,** including a cross-organisational team of personnel mandated to support colleagues in the achievement of stronger gender equality results, with relevant capacity development where needed.
153. The required methodologies are clearly stipulated in the Programme Manual, covering requirements for :
 - Project design concepts;
 - Project design;
 - Results Framework development and implementation, including guidance on the development of expected gender equality based accomplishments and corresponding monitoring indicators;
 - Project Review Committee control mechanisms (e.g. the Gender Checklist);
 - Reporting requirements; and
 - Evaluation parameters

Role of Sub Programme Coordinators

154. Each Sub- Programme Coordinator will undertake the consultations necessary to develop appropriate gender-relevant perspectives, documentation and in particular incorporate gender equality considerations into their respective Results Frameworks, especially with regard to expected accomplishments and corresponding indicators of success.

PROGRAMME STRATEGY

Sub-Programme 1: Climate Change

Objective of the Organization: To strengthen the ability of countries to move towards climate-resilient and low emission strategies for sustainable development and human well-being.

Sub programme overview

155. UNEP will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; integrating gender relevant considerations and use of gender equality monitoring indicators into planning and capacity building processes; facilitating access to finance; undertaking pilot interventions and promoting the integration of these approaches through national development.

Strategic entry points⁵¹

156. Programme Officers will ensure gender-sensitive project planning, implementation and monitoring. This includes but is not limited to making use of existing analytical frameworks and tools to integrate gender related considerations and gender equality monitoring indicators as necessary.
157. UNEP will support collection, analysis and use of sex and age disaggregated data for the analysis of the different links between gender and climate change in a number of sectors, including: water and sanitation; agriculture; energy; land use, change, deforestation and degradation; biodiversity and traditional knowledge; forestry; climate financing and disaster risk reduction.
158. UNEP will support capacity building activities that will ensure the increased participation of women in climate change decision making processes in line with the Gender Decision agreed upon in Doha, Qatar (COP 18)

Sub-Programme 2: Disasters and Conflicts

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

Sub programme overview

159. The sub-programme will integrate a gender perspective in the design and implementation of all phases of risk management.

Strategic entry points

160. UNEP will develop projects that integrate gender perspectives in their design, implementation and monitoring using gender equality indicators, to contribute to the development of knowledge on sex and age-differentiated impacts of disasters and conflict and influence policy-making processes
161. UNEP will collect, use and analyses sex and age differentiated data to assess acute environmental risks from disasters and conflicts, and provide early warning to minimize any adverse impacts on human life (taking into consideration sex and age-differentiated impacts) and the environment
162. UNEP will ensure that environmental assessment methods incorporate gender-specific analytical tools and use sex disaggregated data collection methods.
163. UNEP will undertake analysis of how environmental damage from disasters and conflicts disproportionately affect groups such as women and children

- 164. UNEP will through its project partners ensure environmental recovery programmes take the specific needs of women and children into account.
- 165. UNEP will support and enhance the role of women as active actors in post-crisis settings

Sub-Programme 3: Ecosystem Management

Objective of the Organization: To promote a transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and ecosystem services sustainably and equitably.

Sub-programme overview

- 166. The integration of communities, indigenous people, gender perspectives and use of gender equality monitoring indicators at the project level are key for UNEP. The aim of this sub-programme is to enable countries sustain ecosystem services for human well-being and biodiversity for present and future generations taking into account the need to integrate gender perspectives, recognize and respect traditional knowledge, innovations and practices of indigenous and local communities as well as equitable social development and inclusion.

Strategic entry points

- 167. UNEP will ensure the integration of gender perspectives (from design, planning and implementation) and development of gender equality indicators for monitoring project implementation.
- 168. Through the respective projects UNEP will give special attention to equity issues including, but not limited to, access and benefit-sharing and taking into consideration varying gender roles and responsibilities on how vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship.
- 169. UNEP will also support countries to adopt broader management reforms, involving gender equality participatory approaches and private-public partnerships to restore or maintain marine and coastal ecosystem services and their associated biodiversity.
- 170. UNEP will identify gender analytical tools and methods, gender equality indicators and sex disaggregated data, to be integrated into the overall country level capacity building approaches as well as in ecosystem management tools.
- 171. In terms of priorities, UNEP will give particular attention will be given to those ecosystem services (e.g. food and water provisioning) that disproportionately affect groups such as women and children.
- 172. UNEP will also promote the involvement of stakeholders, in particular women, in defining ecosystem needs and developing and implementing broad-based sustainable solutions.

Sub-programme 4: Environmental Governance

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

Sub-programme overview

- 173. UNEP will strengthen the science-policy interface in carrying out this work and will work towards facilitating increased participation of stakeholders and address the gender imbalance in

environmental decision-making processes, and access to justice along the lines of Principle 10 of the Rio Declaration.

Strategic entry points

174. Integration of gender perspectives from design, planning implementation and development of gender equality monitoring indicators into projects implemented under this sub-programme.
175. UNEP will help countries to strengthen their environmental institutions and laws and implement their national environmental policies upon their request, ensuring the integration of gender perspectives.
176. UNEP will help to increase the integration of environmental sustainability in national and regional policies and plans, based on demand from countries, and taking into account gender perspectives.
177. UNEP will also contribute to improving public participation in decision-making at the global, regional, sub-regional and national level by promoting the active gender balanced participation of stakeholders along the lines of Principle 10 of the Rio Declaration, and the application of the *Guidelines for the Development of National Legislation on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters* adopted by the Governing Council in decision SS.XI/5.
178. UNEP, including through the UNEP-UNDP Poverty and Environment Initiative (PEI), will also support Governments to mainstream the environment in their development planning processes, by supporting the incorporation of environmental considerations and related gender equality perspectives into common country assessments, United Nations Development Assistance/Partnerships Frameworks (UNDAPs, UNDAFs).
179. UNEP will take into consideration gender imbalance in the processes of decision-making in environmental matters at all levels, and address specific gender differentiated needs arising from such imbalance as they appear in policies, institutions and processes in the field of the environment. UNEP will undertake catalytic action to support the development of gender responsive policies, laws and institutions and capacity-building activities targeted at government bodies, officials and relevant stakeholders, as well as outreach and awareness raising for the public will be made gender sensitive and especially aimed at reducing gender imbalance in policies, laws and institutions in the field of the environment.

Sub-Programme 5: Chemicals and Waste

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

Sub programme overview:

180. As a part of system-wide efforts by the UN and in close collaboration with the Strategic Approach to International Chemicals Management (SAICM) and the secretariats of the chemicals and waste related multilateral environmental agreements, UNEP will work to lessen the environmental and human health impacts of chemicals and waste taking into consideration gender differentiated and socially determined impacts.
181. The sub-programme is underpinned by the recognition that human health impacts are often gender differentiated and socially determined with the greatest burdens carried by women and children, and those of poor and disadvantaged communities that have access to the fewest options to reduce risks.

Strategic entry points

- 182. UNEP will ensure that gender perspectives are addressed in design and implementation of projects with the use of gender equality monitoring indicators.
- 183. UNEP will catalyse action towards the sound management of chemicals and waste, taking into account gender differentiated and socially differentiated impacts.
- 184. UNEP will keep under review trends in chemicals production, handling, movement, use, release and disposal, to determine the environmental, health and socio-economic impacts, gender and socially differentiated impacts and raise awareness of emerging issues.
- 185. UNEP will take into consideration the differences in the frequency and circumstances as well as the physiological susceptibility of chemical exposure by children, women and men.
- 186. UNEP's chemical risk assessments will incorporate gender specific tools and sex disaggregated data collection methods.
- 187. UNEP will through its projects address the gender aspects of mainstreaming sound-management of chemicals into national strategies and plans

Sub-Programme 6: Resource Efficiency

Objective of the Organization: To promote and assist efforts towards patterns in which goods and services are increasingly produced, processed and consumed in a sustainable way in order to reduce environmental impact and contribute to the achievement of sustainable development and the improvement of human well-being.

Sub programme overview

- 188. UNEP will promote government policy reform, changes in private sector management practices, and increased consumer awareness (taking into consideration gender differences) as a means to reduce the impact of economic growth on resource depletion and environmental degradation.

Strategic entry points

- 189. UNEP will ensure that gender perspectives are addressed from design, implementation, planning and development of gender equality monitoring indicators in the respective projects.
- 190. UNEP will develop projects that will take into consideration the gender differentiated consumption patterns and resource utilization including the disproportionate impact of shortages of resources and pollution on women.
- 191. UNEP will ensure that assessment and management of product life cycles will take account of differential gender impacts of production processes.
- 192. Partnerships, policies and tools applied to create more sustainable products will aim to reduce gender inequality in the distribution of costs and benefits from production and use of goods and services.
- 193. UNEP will support the design of advertising campaigns, educational and consumer information tools and pricing instruments to take account of differentiated responses of women and men.

Sub-Programme 7: Environment Under Review

Objective of the Organization: To empower stakeholders in their policy and decision making by providing scientific information and knowledge and keeping the world environment under review.

Sub-programme overview:

194. Under Expected Accomplishment C: The capacity of countries to generate, access, analyze, use and communicate environmental information and knowledge, including data related to gender aspects, is enhanced

Strategic entry points

195. UNEP will develop tools and methods to enable integration of environmental, economic and social information. Internationally agreed environmental goals will be utilized to assess the state of the environment.
196. UNEP will work to facilitate policy-making at global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making.
197. UNEP support the collection analysis and use of sex and age disaggregated data in partnership with relevant UN Agencies, think tanks, scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at national, sub-regional and regional levels.
198. From the *Global Gender and Environment Outlook* to be launched in 2016, UNEP will provide information on gender and environmental management for utilisation by its stakeholders in policymaking and implementation.
199. UNEP will improve access to information for improved decision-making at the global, regional and national levels, in line with Principle 10 of the Rio Declaration
200. UNEP will support countries to use gender equality tools in generating, analyzing, managing and using environmental information in comparable formats and making the information and knowledge available to the public and policy makers.

Evaluation

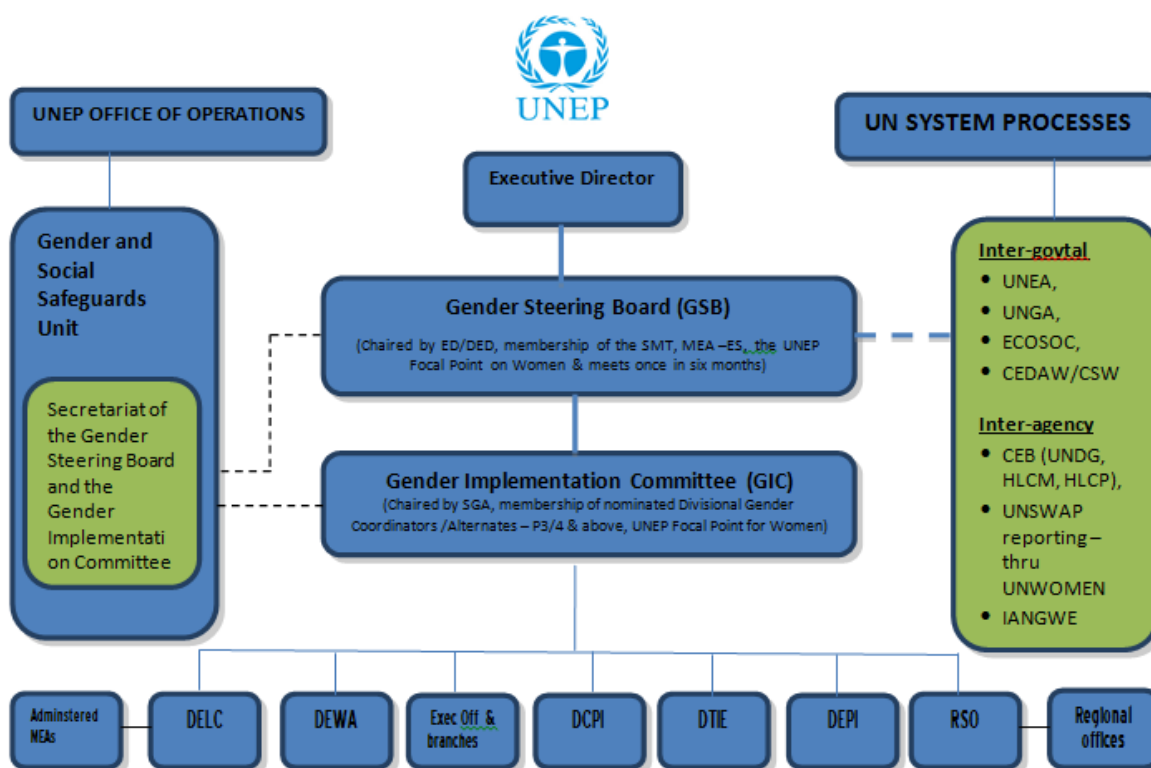
201. The implementation of this Policy and Strategy will be evaluated through the UNEP Evaluation Office, using independent expertise, at least once during the strategic period 2014-2017, timed so that lessons learned can be factored into the design of the MTS for the next cycle.

Gender Architecture

UNITED NATIONS ENVIRONMENT PROGRAMME

To support UNEP staff in implementing the Gender Policy and Strategy and ensure organisational accountability for gender mainstreaming, a specific governing structure has been established under the ultimate authority and responsibility of the Executive Director, as provided in his/her Compact with the Secretary General.

This structure, known as the *Gender Architecture* of UNEP, comprises a senior management monitoring committee, an advisory committee and a cross-organisational team of thematic and technical focal points, all coordinated by the UNEP Gender and Social Safeguards Unit. A key member of this team is the Focal Point for Women, who has responsibility for preparing, operationalizing and monitoring the corporate Gender Parity Policy.



The task of the new gender architecture that has been put in place is to support the ED, DED and the SMT in the execution of their accountability. The Gender Architecture comprises:

1. The principal oversight mechanism is the Senior Management Team (SMT), which sits bi-annually as the **Gender Steering Board (GSB)**. It has the responsibility to monitor the implementation of this Policy and Strategy by Divisions, Regional Offices and Multi-lateral Environmental Agreement (MEA) Secretariats, issuing recognition for good performance and guidance for improvement. Where necessary the GSB will also issue sanction for poor performance.

The GSB receives Divisional, Regional, Programme and MEAS reports on progress in implementing the P&S, holds its members to account for implementing the P&S, and develops organisational policy on matters related to gender equality;

2. The **Gender Implementation Committee (GIC)** comprises all Gender Coordinators and their alternates, plus the UNEP Focal Point for Women, representatives of Executive Office branches (OfO, SGB and Evaluation Office) and SGA, all at P3 level and above. The GIC provides technical guidance to all staff on implementation of this Policy and Strategy, and discusses and provides advice on other matters relevant to UNEP's gender equality goals.
3. Each Division Director, Regional Director and Head of MEA Secretariat will identify one staff member, at the level of P3 or above, to undertake the role of **Gender Coordinator** for their Division. The task of the Gender Coordinator is to provide gender mainstreaming advice and support to colleagues, and to advise the Director/Head of MEAS in their monitoring of gender performance in programmes and operations. Twenty per cent of the Gender Coordinators' time is to be dedicated to their gender mainstreaming responsibilities.

It is recommended that each Division Director, Regional Director, and Head of MEA Secretariat forms a **Gender Focal Team** composed of a member of staff from each unit, to reinforce each other's work and support the Gender Coordinator, in accordance with system-wide good practice. Where such a team is established, the Gender Coordinator would coordinate it.

4. The **Focal Point for Women** has responsibility for preparing, operationalizing and monitoring the corporate Gender Parity Policy. He/she shall provide advocacy and counsel to female staff; contribute to and monitor progress towards the achievement of gender parity targets and advise in the staff selection process.
5. The **Gender and Social Safeguards Unit (GSSU)** and a cross-agency network of Gender Coordinators and Gender Focal Points coordinated by the GSSU, supports the entire organisation in achieving stronger gender equality results, in support of the ED/DED.



Terms of Reference: The Gender Steering Board

UNITED NATIONS ENVIRONMENT PROGRAMME

At the corporate level the Senior Management Team (SMT) sits bi-annually as the **Gender Steering Board (GSB)** to oversee the implementation of the organisation's commitment to gender responsive programming and operations, provide strategic focus of the organization on gender mainstreaming across thematic areas, taking into consideration the Rio+20 gender outcomes and effective monitoring of the implementation of the Policy and Strategy for Gender Equality and the Environment (P&S) and Corporate Gender Implementation Plans (GIP).

Summary of duties and responsibilities:

The GSB will provide overall policy direction and oversight for advancing gender equality and women's empowerment in all of UNEP's interventions by addressing the key following challenges to gender mainstreaming:

- Monitor achievement and integration of gender equality results within all of UNEP's interventions, in line with the UNEP Policy and Strategy for Gender Equality and the Environment (2014-2017) and Corporate Gender Implementation Plan (2014- 2017).
- Follow up on compliance with UNEP's operational principles on gender mainstreaming in programming, including gender mainstreaming in global, regional and country programme development and approval, and organizational culture for promoting accountability of all staff, particularly, senior management.
- Establish benchmarks for organizational performance on gender mainstreaming to track progress on implementation of policies and action plans on gender equality.
- Institute a system of incentive and rewards for outstanding performance on gender mainstreaming.
- Establish a set of clear targets for allocation of programme resources for gender mainstreaming to ensure the achievement of gender responsive results at programme and project level.
- Define organizational capacity development strategies on gender mainstreaming for strengthening both general and technical capacities of UNEP staff and engendering all learning activities of UNEP.
- Advise the Executive Director (ED) on appropriate actions to address underperformance/ lack of progress on gender mainstreaming by various entities within the organization.

The permanent members of the GSB comprise the Executive Director (ED) the Deputy Executive Director (DED), the Division Directors, Heads of MEA Secretariats. The GSB is chaired by the ED/DED. The GSB will hold two meetings throughout the year and invites the Division Directors, Heads of MEA secretariats to report on the progress made per division/region/MEA. The Gender and Social Safeguards Unit shall act as the Secretariat for the GSB.

Role within the UNEP decision-making architecture

- The GSB will issue policy directives and statements on gender equality and women's empowerment issues with a special focus on the interstices or the areas where the divisions and the UNEP Gender and Social Safeguards Unit have identified gaps.



Terms of Reference: The Gender Implementation Committee

UNITED NATIONS ENVIRONMENT PROGRAMME

To better coordinate gender activities at operational level, a **Gender Implementation Committee (GIC)** chaired by the Senior Gender Advisor will be established. The GIC will be composed of one nominated gender coordinator and one alternate from each division, MEA Secretariats' representative, as appropriate, all at P3 level and above, UNEP Focal Point for Women (on HR issues), Executive Office branches' representative(s) (OfO, SGB and Evaluation Office) and GSSU. The Gender and Social Safeguards Unit will provide secretariat support to the GIC. The GIC will report to the UNEP Gender Steering Board – chaired by the ED/DED. The Gender Implementation Committee will have two key objectives:

- To promote organizational learning at individual and work unit levels on how to mainstream gender into UNEP's policies, programmes and structures.
- To collaboratively ensure that UNEP becomes the "first call" on issues related to Gender and Environment.

Specific tasks of the Gender Implementation Committee

1. To promote organizational learning at individual and work unit levels on how to practically and effectively mainstream gender into UNEP's policies, programmes and structures.
2. Ensure implementation of the UNEP Policy and Strategy for Gender Equality and the Environment and resultant Gender Implementation Plan and staff are aware of these.
3. Support the cross cutting themes of gender equality and women empowerment by ensuring that gender mainstreaming is translated into practical reality in the work of the division/regional/MEA office.
4. Support the implementation of the Divisional/RO/MEA Gender Implementation Plans and facilitate the utilization of mainstreaming tools at the Division/RO/MEA - wide mainstreaming of gender equality objectives.
5. Prepare annual reports on gender related activities within the Division/RO/MEA for submission to the Gender Steering Board through the Division Director or secretary of the MEA and thereafter inclusion the UNEP annual report on gender activities.
6. Ensure gender issues have greater visibility across all UNEP programmes and products including websites, publications, posters, and public information activities among others and suggest practical ways of operationalizing this task.
7. Provide where necessary technical support to the Network of Women Ministers and Leaders for the Environment.
8. Identify and share information and experiences on good practices positively contributing to mainstreaming gender in UNEP and for partners and strengthen quality of information sharing/flow and documentation on gender issues.

9. Advocate for political commitment from senior management and resource mobilization for gender related activities in the divisions, regional office and MEA Secretariats, as appropriate and the implementing partners.
10. Provide technical support for the development of systems and institutional mechanisms for monitoring and reporting on the MDGs (from the perspective of gender), CEDAW, Rio+20 and other human rights instruments, including the collection and analysis of gender-disaggregated data.

Meetings and communication

- The Gender Coordinators composing the GIC, among others, will hold quarterly meetings chaired by the SGA to update the program meeting on progress, share experiences and plans activities.
- Include gender issues in the general staff meetings (at least once a quarter)

Criteria for selecting the Gender Implementation Committee

- The GIC will be composed of Divisional/ Regional office/MEA Gender Coordinators (all at P3 level and above), UNEP Focal Point for Women, Executive Office branches' representative(s) (OfO, SGB and Evaluation Office) and SGA. The OfO Gender Unit will provide secretariat support to the GIC
- The Gender Implementation Committee should ensure gender balance.
- Membership of the GIC is rotational on biannual basis. The GIC should ensure that the rotation of members is staggered in order to ensure preservation of institutional memory.



Terms of Reference: Gender Coordinators and Gender Focal Teams (Division/Regional Office/MEA Levels)

UNITED NATIONS ENVIRONMENT PROGRAMME

1.0 Gender Coordinator

At the Division/regional office/RO/MEA level, it is proposed that a Gender Coordinator is appointed to coordinate and oversee office level gender activities as well as provide strategic leadership and management, advocacy, policy support and capacity enhancement, resource mobilisation within the office.

Criteria for selecting the Gender Coordinator

The Gender coordinator should ideally be a person who holds a P3 and above position

- The Gender Coordinator (GC) should be a person who has good knowledge of the respective office's programmes and projects
- The GC should have an understanding of gender mainstreaming
- The position of the GC should be rotational (every two years) and may be held by either a man or woman

The specific tasks of the Gender Coordinators will differ depending on the respective offices. These are outlined here-below

Gender coordinator - Divisions/RSO/MEA secretariat

Support to office

- Create awareness of office staff on the P&S including requirement for gender goal for EPAS
- Coordinate the gender related activities and ensure participatory formulation of the Division/MEA Gender Implementation Plans, and ensuring that these are synchronized with the corporate Gender Implementation Plan
- In consultation with the SGA provide leadership and coordination for systematic orientation and training of staff and implementing partners on gender mainstreaming to enhance their capacity to fully integrate a gender dimension in policies, programs and projects.
- Coordinate the preparation of technical reports, analyses, briefing papers and other documents suitable for advocacy purposes and information dissemination based on the outputs of programme work of the Division/MEA offices
- Produce Division/MEA annual reports on gender mainstreaming for presentation to the Gender Steering Board through the Division Director or Executive Secretary of the MEA. And later inclusion into the UNEP annual report on gender activities.

Support to Programme formulation, implementation and monitoring

- The overall responsibility of ensuring that gender perspectives are fully integrated into the sub programme and related projects rests with the sub-programme coordinators.
- The Gender Coordinators and *Gender Focal team* members will assist the sub programme coordinators by participating in the preparation of programme framework documents, development of project concepts and documents.
- In collaboration with the *Gender Focal Team* provide strategic guidance to staff on the integration and monitoring of gender in programme and project outputs and outcomes and screen the project concepts and project documents with a view towards identifying
 - ✓ significant gender impacts of the identified activities
 - ✓ opportunities, in which a focus on the promotion of gender equality will advance the intervention at hand
 - ✓ potential implications of costs arising through the integration of gender in the intervention
 - ✓ gaps in the availability of sex disaggregated data, which prevents an adequate gender analysis in the first place

Support to Gender and Social safeguards unit

- Contribute to preparation of annual reports, SWAP &, ECOSOC reports (to be submitted through GSB)
- Support monitoring implementation of the P&S at Division/MEA level
- Assist the Gender and Social Safeguards Unit in the collation and dissemination of knowledge and information on gender mainstreaming within and outside UNEP and its application to organisational learning and programme implementation.
- Support the Gender and Social Safeguards Unit in promoting networking between government, UN agencies and Civil Society Organizations on gender and environment related concerns.
- Collaborate with the SGA on provision of technical support to the Regional Ministerial Forums and respond to particular requests from the Network of Women Ministers and Leaders for Environment.
- Assist the SGA in preparation of the Annual Report of Gender Activities in UNEP.

Regional Office gender coordinators (Regional support office)

Support to Office

- Create awareness of office staff on the P & S including requirement for gender goal for EPAS
- Where required provide leadership and coordination for systematic orientation and training of staff
- Coordinate preparation of reports (for GSB), technical briefs/report on GM work in office
Support the RSO Gender Coordinator - in implementation of RSO Gender Plan of Action and awareness raising, integration of gender into work of branches /units
- Ensure gender issues have greater visibility across the division/regional office programmes and products including websites, publications, posters, and public information activities
- Assist in dissemination of information (including good practices) from regional and national implementing to UNEP and vice versa

Support to the GSSU

- Assist in dissemination of information (including good practices) from regional and national implementing to UNEP and vice versa
- Promote Networking with partners and UN agencies at regional and national level on gender and environment related matters
- Provide support to the Regional Ministerial forums and the Network of Women Ministers and Leaders for the Environment gender related activities in the region
- Support to Programme development and implementation
- Contribute towards the integration of gender and environment perspectives in joint gender programmes created under the UNDAF processes (not for RONA)
- Share information on UNEP's progress in gender mainstreaming with the UN Country teams and Regional directors teams
- Participate in inter-agency, bilateral partners meetings on gender related matters and provide feedback

Gender Coordinator – NY Office

- Create awareness among NY office staff on the P & S, including requirement for gender goal for ePas.
- Provide strategic guidance and information to staff on GM, as it pertains to their work and promote relevant GM training

Support to the GSSU:

- Share information on UNEP's work related to Gender Mainstreaming (in UN inter-agency processes) and provide Gender Mainstreaming information (including good practices) from UN system to UNEP's gender network
- Facilitate UNEP's engagement with NY-based UN agencies (especially UN-Women) and other partners on gender and environment related processes and issues
- Contribute to inter-agency discussions and participate in inter-agency meeting on gender (i.e. IANWGE) and those related to gender, and provide feedback
- Provide information on developments in relevant inter-governmental fora (i.e. CSW) and related (side) events
- Provide NYO-related Gender Mainstreaming inputs to reports (for GSB reporting) as required.

MEETINGS AND COMMUNICATION

- Gender Coordinators form the Gender Implementation Committee that coordinates gender activities on an operational level. The GIC is chaired by the SGA
- The Gender Coordinator will chair meetings of the divisional Gender Focal Team (GFT) – more below
- The Gender Coordinator should participate in office programme meetings and provide updates on progress, share experiences and planned activities.
- The Gender Coordinator should participate in monthly management meetings and update the management committee on gender mainstreaming activities and concerns within the respective division/regional/MEA office.
- The Gender Coordinator should ensure that gender issues are on the agenda of the general staff meetings (at least once a quarter)

2.0 Gender Focal Team

Working with the Gender Coordinator, is the division/regional office Gender Focal Team (*GFT*) composed of ***Gender Focal Points***, who represent branches/units. **The creation of the GFT is optional and will depend on the volume of work that the Division/regional office has.**

The GFT will assist with coordination of the gender activities, provision of strategic leadership and management, advocacy, policy support and capacity enhancement, resource mobilization within the division/regional office.

Criteria for selecting the Gender Focal Points

- The GFTs are division/RO based and will comprise of staff members nominated from units in respective division/RO;
- The GFTs should be gender balanced.
- All efforts should be made to ensure the membership of the GFT is composed of at least four staff members including the Gender Coordinator
- Membership of the GFT is rotational on annual basis and members are appointed by their respective units or branches. The Team should ensure that the rotation of members is staggered so as to ensure preservation of institutional memory
- Given that the GFT members will have other responsibilities, their EPERFORMANCE workplans should reflect a % their gender-related activities though 10% is the recommended time allocation.

Specific tasks of the Gender Focal Team

1. Work closely with the Division/Regional office Gender Coordinator to ensure implementation of UNEP gender policies and staff is aware of these policies.
2. Support the cross cutting themes of gender equality and women's empowerment by ensuring that gender mainstreaming is translated into practical reality in the work of the division or regional office.
3. Assist the Gender Coordinator in the implementation of the Divisional/RO Gender Implementation Plan and facilitate the utilization of mainstreaming tools at the Division/RO - wide mainstreaming of gender equality objectives.
4. Assist the Gender Coordinator in the preparation of annual reports on gender related activities within the division/RO
5. Ensure gender issues have greater visibility across the division/regional office programmes and products including websites, publications, posters, and public information activities among others and suggest practical ways of operationalizing this task.
6. Support the Senior Gender Adviser in providing technical support to the Network of Women Ministers and Leaders for the Environment

7. Identify and share information and experiences on good practices positively contributing to mainstreaming gender in UNEP's programmes and projects to strengthen quality of information sharing/flow and documentation on gender issues.
8. Assist the Gender Coordinator in advocating for political commitment from senior management and resource mobilization for gender related activities in the divisions and regional offices and the implementing partners
9. The Gender Coordinator and the GFT will hold quarterly meetings chaired by the Gender Coordinator to update the program meeting on progress, share experiences and plans activities. The GSSU will be represented in these meetings by the Gender Focal Point network coordinator.



Terms of Reference: The Gender and Social Safeguards Unit

UNITED NATIONS ENVIRONMENT PROGRAMME

The Gender and Social Safeguards Unit (GSSU) was established in 2012 in response to recommendations of the external review and the Gender Task Team. The GSSU is composed of the Senior Gender Adviser who is Head of Unit; Social Safeguards Advisor; Programme Officer – Gender; Associate Programme Officer – Gender, and an Administrative Assistant. The GSSU works collaboratively with the Gender Implementation Team composed of the Division/Regional office gender coordinators and the division level gender focal teams. The UNEP Gender and Social Safeguards Unit provides policy advisory services in corporate policy development and is responsible for providing technical expertise on gender mainstreaming and women’s empowerment issues to all the divisions, regional offices and UNEP administered MEAs. In addition the GSSU serves as the focal point for gender issues at the corporate level.

The tasks of the GSSU include:

- i) Provide visibility of UNEP’s work for promoting gender equality within and outside the organization and provide support to integration of gender perspectives into UNEP policy making processes
- ii) Provide strategic policy advice aimed at promotion of gender equality across programme and operations of UNEP and where relevant to the UNEP administered MEAs
- iii) Oversee the implementation of the UNEP Policy and Strategy on Gender (2014-2017) and Corporate Gender Implementation Plan (2014– 2017)
- iv) Oversee the development and implementation of the framework for UNEP’s Environment Social and Economic Safeguards (2014-2017)
- v) The GSSU in collaboration with the OFO Human resources and training unit support the work of the UNEP Focal point for Women to implement ST/SGB/2008/12 (UN policies on improvement in the workplace
- vi) Review UNEP’s strategic policies and plans including the MTS 2014-17, Strategic frameworks; Programme of Work 2014-15; 2016-2017 and related projects using a developed methodology to ensure the integration of gender and institute a system of incentive and rewards for outstanding performance on gender mainstreaming.
- vii) Provide necessary guidance and support on integration of gender and environmental social safeguards into programme and project planning, management and monitoring of robust results-based projects that contribute to the advancement of equality and non-discrimination.
- viii) Facilitate capacity building on gender mainstreaming and generation and sharing of gender related knowledge and its management for all levels of staff in Divisions, Regional Offices and the UNEP administered MEAS.

- ix) Establish strategic partnerships with key stakeholders including governments, UN agencies and international gender and the environment organizations and centres of excellence.
- x) Establish a set of clear targets for allocation of programme resources for gender mainstreaming to ensure the achievement of gender responsive results at programme and operations levels.
- xi) Provide secretariat services to the Gender Steering Board and submit timely reports on gender relevant results achieved through programmes and operations.
- xii) Act as Secretariat for the Gender Implementation Committee, chaired by the Senior Gender Adviser.
- xiii) Coordinate the organisation-wide Gender Focal Point network, including Division/Regional Office/MEA Gender Coordinators and Gender Focal Points.
- xiv) Develop and strengthen partnerships with key UN agencies, Network of Women Ministers and Leaders for the Environment and civil society.

Summary of World conferences on sustainable development addressing gender equality and women's empowerment

United Nations Framework Convention on Climate Change (UNFCCC)

The Convention was adopted in May 1992, and opened for signature a month later at the United Nations Conference on Environment and Development in Rio de Janeiro, Brazil. It entered into force in March 1994.

It adopts a goal of gender balance in bodies established pursuant to the Convention and the Kyoto Protocol, in order to improve women's participation and inform more effective climate change policy that addresses the needs of women and men equally. The Convention also calls on the National Adaptation Plan process to be gender-sensitive, and calls on the Green Climate Fund to promote environmental, social, economic, and development co-benefits and take a gender-sensitive approach.

United Nations Convention to Combat Desertification (UNCCD)

In June 1994 the UNCCD was open for signature by national governments; implementation began in 1996. In March 2011 the UNCCD developed a Gender Advocacy Policy Framework.

This Framework stresses the important role played by women in regions affected by desertification and/or drought, particularly in rural areas of developing countries, and the importance of ensuring the full participation of both men and women at all levels, and calls for national action programs that increase the participation of local populations and communities, including women, farmers and pastoralists, and delegation to them of more responsibility for management.

World Summit on Sustainable Development (WSSD 2002)

The WSSD Plan of Implementation was adopted in Johannesburg in 2002. It calls for mainstreaming gender perspectives in all policies and strategies, the elimination of all forms of discrimination against women and the improvement of the status, health and economic welfare of women and girls through full and equal access to economic opportunities, land, credit, education and health-care services.

United Nations Convention on Biological Diversity (CBD)

The Convention promotes women's knowledge and practices in the conservation and sustainable use of biological diversity in the agricultural sector. It promotes gender-specific ways in which to document and preserve women's knowledge of biological diversity. It calls for gender balance in various bodies, and points to the gender and cultural impacts of tourism.

In 2012 a request was made to the Secretariat of the CBD to update the current Gender Plan of Action (2008–2012) to 2020, taking into consideration the CBD Strategic Plan for Biodiversity 2011–2020 and its Aichi Biodiversity Targets.

Basel, Rotterdam and Stockholm Conventions (BRS)

The Basel, Rotterdam and Stockholm conventions, and pertinent decisions of the respective Conventions' bodies, refer to gender issues at various points. Gender is relevant in the composition of subsidiary bodies, such as in the appointment of experts to subsidiary bodies of the Rotterdam and Stockholm Conventions.⁵² Gender issues related to implementation of the conventions have also been

discussed and taken into account by the Conferences of the Parties, particularly the impact of poor management of hazardous chemicals and wastes on vulnerable groups such as women and young children.⁵³ This is reflected in meeting reports,⁵⁴ as well as in certain guidance documents,⁵⁵ declarations and statements issued by the Parties.⁵⁶

Endnotes

¹The Rio+20 Outcome Document *The Future We Want* A/66/L.56. 24 July 2012

² Mantilla, F. 2013. *Gender Mainstreaming in UNEP*. Evaluation Office. Nairobi

³ UNEP Gender Task Team, 2012. *Recommendations on Integration of Gender Considerations into UNEP's Programmatic and Human Resources Management*.

⁴ This policy statement is derived directly, with only minor changes, from the Gender and Environment section of the Rio+20 Outcome Document *The Future We Want*. A/66/L.56 24 July 2012. Paras 236-243

⁵ This requirement will also apply to future planning cycles.

⁶ Derived from the Rio+20 Outcome Document *The Future We Want*. A/66/L.56 24 July 2012. Paras 6, 8.

⁷ Derived from the UNEP goal. Medium Term Strategy 2014-17. p 18.

⁸ Where disaggregation by sex is not possible, the reason for this will be stated.

⁹ *Gender Mainstreaming in UNEP*. External Review by Franklina Mantilla. Evaluation Office. May 2012, page 2

¹⁰ It is the responsibility of Senior Management to ensure that these understandings are in place for all personnel, and fully operational, see discussion of capacity development in Section III.

¹¹ This term is chosen to convey the perspective that a socio-economic analysis that does not include gender equality considerations is inadequate.

¹² UNDP URL:

http://www.undp.org/content/undp/en/home/ourwork/womenempowerment/focus_areas/women_and_environmentalchange/

¹³ For example, Smith et al, 2003. *The Importance of Women's Status for Child Nutrition in Developing Countries*. Research Paper No. 131 International Food Policy Research Institute (IFPRI). Washington DC.

¹⁴ A/66/L.56 24 July 2012

¹⁵ This paragraph was repeated in the Beijing Platform for Action for each thematic area, or Critical Area of Concern, except "women and poverty" (which appears to be an anomaly) in paragraphs: 79 (education and training of women); 105 (women and health); 123 (violence against women); 141 (women and armed conflict); 189 (women in power and decision-making); 202 (institutional mechanisms for the advancement of women); 229 (human rights of women); 238 (women and the media); 252 (women and the environment); 273 (the girl-child). The paragraph is provided as the closing statement of the diagnosis of the corresponding critical area of concern, modeling the methodological imperative that activity for gender equality and women's empowerment follows, and must be based upon, solid analysis. The women and poverty critical area of concern does not refer specifically to gender mainstreaming, but instead describes the actions that must be taken to integrate the analysis into policy, and can be taken as an early definition of the gender mainstreaming process (paragraph 57).

¹⁶ *Report of the Economic and Social Council for 1997* (A/52/3, 18 September 1997, pages 27-34.). Section 1: concepts and principles.

¹⁷ Including ECOSOC Resolution 2009/12; General Assembly Resolutions S-23/2, 60/1 and 64/141

¹⁸ *United Nations System-wide Policy on Gender Equality and the Empowerment of Women: focusing on results and impact*. CEB/2006/2

¹⁹ *The System-wide Action Plan for Implementation of the CEB Policy on Gender Equality and the Empowerment of Women*. 2013. UN-Women. New York (UN SWAP).

²⁰ Including both awareness and understanding of gender issues, and the technical ability to apply this understanding to everyday work

²¹ Derived from MTS 2014-17, page 5.

²² Rio+20 Outcome Document *The Future We Want*. A/66/L.56 24 July 2012. Paras 236-243

²³ A summary of these conventions and conferences is annexed herein

²⁴ United Nations. *Beijing Declaration and Platform for Action*, 1995,

²⁵ Beijing Platform for Action, Strategic Objective K: Women and the Environment

²⁶ Report of the 49th Session of the Commission on the Status of Women 2005:

²⁷ Report of the 54th Session of the Commission on the Status of Women 2010:

²⁸ CEB/2006/2

²⁹ In accordance with UN-Women's founding resolutions A/RES/64/289 (2010). Paragraph 53. A/RES/64/259 defined accountability in its operative paragraph 8 as follows:

"Accountability is the obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception; accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all

mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations."

³⁰ *United Nations System-wide Policy on Gender Equality and the Empowerment of Women: focusing on results and impact.* CEB/2006/2

³¹ The notion of accountability embodied by the UN SWAP was developed taking into account recent literature on accountability in the United Nations system, including the 2010 Report of the Secretary-General *Towards an accountability system in the United Nations Secretariat* (A/64/640), individual UN entity accountability frameworks, and a draft of the Joint Inspection Unit review of accountability mechanisms in the UN

³² *Gender Mainstreaming at UNEP* by Franklina Mantilla. UNEP Evaluation Office May 2012 (External Review).

³³ *Recommendations on Integration of Gender Considerations into UNEP's Programmatic and Human Resource Management.* Gender Task Team. December 2012 (GTT Review).

³⁴ *Gender Mainstreaming at UNEP* by Franklina Mantilla. UNEP Evaluation Office May 2012 (External Review). page 2

³⁵ The UN SWAP was pilot tested by UNWOMEN between November 2011 and February 2012. Eight UN entities participated in the pilot test namely ESCWA, IAEA, IOM, OHCHR, UNAIDS, UNDP, UNFPA and UNICEF. Prior to this, from early 2011 UNWOMEN consulted with over 50 UN entities, Secretariat departments and offices and UN interagency coordination bodies.

³⁶ The UN SWAP recommends the development of a reward system for good performance on gender mainstreaming in programmes and operations.

³⁷ Adapted from *Mainstreaming, A strategy for the Achievement of Equality between Women and Men. A Think Piece.* Sida Department for Policy and Legal Services 1996. Page 6.

³⁸ A stand-alone description of the Gender Architecture is provided in Annex I.

³⁹ Comprising the Executive Director (chair), Deputy Executive Director (alternate chair), Division Directors, Head of the Regional Support Office and Heads of MEA Secretariats), and their alternates.

⁴⁰ Where there is a Gender Focal Team the 20% time allocation can be the combined, so that the total amount of time spent on gender mainstreaming by the Gender Coordinator and the Gender Focal Team is equal to 20% of the time of one staff member.

⁴¹ As noted elsewhere in this document, the responsibility for gender mainstreaming is system-wide under the aegis of each division, regional offices, units or branches and MEA Secretariat.

⁴² The central role and responsibility of senior management in the achievement or otherwise of gender mainstreaming goals has been a near-universal finding of almost every evaluation on this theme across the United Nations system for over a decade, including, among many others, the *Evaluation of Gender Mainstreaming at UNDP* (2006); the African Development Bank review of 26 evaluations *Mainstreaming Gender Equality: a road to results or a road to nowhere?* (2011); and the OIOS *Thematic Evaluation of Gender Mainstreaming in the United Nations Secretariat* (2010). In most such evaluations shortcomings in senior management commitment to gender mainstreaming it is the principal finding.

⁴³ See the UNSWAP accountability framework in Annex VII and UNSWAP aligned Gender Implementation Plan Annex VIII

⁴⁴ Sometimes UNEP project documents do not specify gender-related risks or results, even where this would have been appropriate. Therefore, the absence of expected gender accomplishments shall not be a sufficient reason not to include gender expertise on an evaluation team.

⁴⁵ Including through: mentoring junior personnel and preparing them for management on an equal footing with male personnel; coaching female candidates; ensuring that recruitment and promotion panels are themselves gender-balanced; actively seeking out female candidates; creating work-life balance; promoting and advocating uptake of UN-system. The UNICEF Policy on Gender Parity (2006) includes extensive guidance on this issue.

⁴⁶ This would include at a the relevant outcomes of Rio + 20, this Policy and Strategy, The Gender Action Plan, all relevant assessments, Committee of Permanent Representatives decisions etc

⁴⁷ Specific activities to implement the strategic priorities described in this section will be elaborated in the Gender Implementation Plan 2014-2017.

⁴⁸ As clearly required in the Strategic Frameworks 2014/2015 and 2016/2017

⁴⁹ The Gender Action Plan of the Secretariat of the Basel, Rotterdam and Stockholm conventions (BRS-GAP) for 2014-2015 provides a good example.

⁵⁰ *Inspection of Programme Level Monitoring and Evaluation of the United Nations Environment Programme.* OIOS, October 2012 (OIOS Review). Page 29

⁵¹ The strategic entry points are drawn from the POW 2014-2015 and POW 2016-2017

Article 18, paragraph 6(a), Rotterdam Convention; Article 19 paragraph 6(a) of the Stockholm Convention as elaborated within Annex to the decision SC-1/7⁵²

⁵³ For example, monitoring activities under the Stockholm Convention Global Monitoring Plan included bio monitoring of human milk for persistent organic pollutants:

(<http://chm.pops.int/Implementation/GlobalMonitoringPlan/MonitoringActivities/tabid/181/Default.aspx>); Paragraph 4 of the Bali Declaration on Waste Management for Human Health and Livelihood “We are convinced that full and effective action to implement the Basel Convention will contribute to the achievement of sustainable development, notably internationally agreed development goals, including those contained in the United Nations Millennium Declaration, through waste prevention and minimization, the control of transboundary movements of hazardous wastes and safe and environmentally sound management of waste. In this way, progress can be made in the area of poverty eradication, health, education, gender equality, environmental sustainability and the global partnership for development”
<http://www.basel.int/Portals/4/Basel%20Convention/docs/meetings/cop/cop9/bali-declaration/BaliDeclaration.pdf>

⁵⁴ Para. 7, document UNEP/CHW.10/28

⁵⁵ “The objective of developing an incident reporting system is to identify incidents of acute human health effects related to pesticide exposure. The system may be designed to identify high-risk groups or to better understand the risks for vulnerable groups, e.g. children, pregnant women, landless agricultural workers.” Developing a pesticide incident reporting system, SHPF Kit: Guidance on monitoring and reporting pesticide poisoning incidents related to severely hazardous pesticide formulations:

<http://www.pic.int/Implementation/SeverelyHazardousPesticideFormulations/SHPFKit/Developingapesticideincidentreportingssystem/tabid/3123/language/en-US/Default.aspx>

⁵⁶ For example, Bali Declaration on Waste Management and Human Health

(<http://www.basel.int/Portals/4/Basel%20Convention/docs/meetings/cop/cop9/bali-declaration/BaliDeclaration.pdf>); Ministerial statement on partnerships for meeting the global waste challenge (Annex V, document UNEP/CHW.7/33; http://www.basel.int/Portals/4/Basel%20Convention/docs/meetings/cop/cop7/cop7_ministerial_dec.pdf)