



UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement Programa de las Naciones Unidas para el Medio Ambiente

Программа Организации Объединенных Наций по окружающей среде برنامج الأمم المتحدة للبيئة

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## REPORT OF THE RETREAT

# EMG CONSULTATIVE PROCESS ON ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

3-5 June 2013, Bogis-Bossey, Switzerland

### 1. BACKGROUND

The Environment Management Group (EMG) held a retreat of its Consultative Process on Environmental and Social Sustainability during 3-5 June, 2013, at the Château de Bossey, in Bogis-Bossey, Switzerland. The retreat, hosted by the Government of Switzerland and the University of Geneva, brought together 32 representatives of UN entities, other international organizations and academia. The aim of the retreat was to discuss progress made and future plans for implementing the Environment and Social Sustainability Framework of the UN system. The Sustainability Framework is a systematic approach for the UN to prevent and mitigate the unintended environmental and social impacts of its operations and to optimize resources. The Framework was launched in 2011 as a result of an inter-agency Consultative Process in the EMG. A brief background of the Sustainability Framework is provided in Annex 1.

The retreat provided an opportunity for an informal exchange in a relaxed atmosphere. The detailed programme is given in Annex 2 and the list of participants in Annex 3. Resource persons who made presentations or led panel discussions were from UN DESA, WHO, FAO, UNDP, UNEP, World Bank, GEF, CEB Secretariat, UN Global Compact, WFP, UNEP (including SUN initiative), IAIA, UNRISD, UN Women, University of Geneva, ISO, OLA and the EMG Secretariat. All documentation regarding the retreat, including the presentations, is accessible at the EMG website ([www.unemg.org](http://www.unemg.org)), in the page for the Consultative Process.

The retreat started with a pre-recorded welcome message by Mr. Achim Steiner, Executive Director of UNEP and Chairman of the EMG and opening remarks by the Co-Chairs of the Consultative Process (Ms. Anne Marie Sloth Carlsen, Policy Advisor, Environment and Energy Group, Bureau for Policy Development of UNDP and Mr. Christophe Bouvier, Chief, Office for Operations and Corporate Services of UNEP) and Mr. Hossein Fadaei, Acting Secretary of the EMG.

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### 2. OVERALL OBJECTIVES OF THE RETREAT

- a. Exchange of lessons , strategies and good practices in integrating environmental and social sustainability in the work of UN agencies
- b. Discuss elements that are key for the further development and implementation of the Sustainability Framework
- c. Provide inputs to a draft Guide for implementation of the Sustainability Framework in the UN System
- d. Provide views or suggestions on the follow up and implementation of the Sustainability Framework

### 3. DISCUSSION STRUCTURE

The discussion was enabled through presentations and group and panel discussions held in 4 sessions titled:

- a. Evolving the Sustainability Framework: Experiences in the UN system
- b. Evolving the Sustainability Framework: Remaining Challenges and Issues
- c. Operationalizing the Sustainability Framework
- d. Future of the Sustainability Framework: Options for follow up

### 4. OUTCOME OF THE WORKSHOP

#### 4.1 Key considerations

##### 4.1.1 Sustainability: Experiences in the UN system

- ❖ Conceptually, several global initiatives contributed to the development and uptake of the concept of Sustainable Development. Notable among them are: the 1987 Brundtland Commission; 1992 Rio Summit; 1995 Social Summit; 2000 Millennium Summit; 2012 Rio+20 summit; 2012 High Level Panel on Global Sustainability
- ❖ The UN system has to its advantage a comprehensive array of sustainability related knowledge and skills. However, to begin with, it needs to have better clarity at the conceptual level. Conflicting interpretations of Sustainable Development exist. These range from Neo-liberal values on one end, that emphasize economic growth and efficiency, and on the other end approaches

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that promote fundamentally different patterns of growth, consumption and environmental protection, and consensus building approaches in between. It is important to examine whose knowledge, interests and worldviews are influencing the agenda.

- ❖ To better manage these complexities and adopt the right approach, the UN needs to go beyond adoption of good practices, and promote intellectual pluralism, critical thinking, and multi-disciplinary and trans-disciplinary approaches.
- ❖ On the practical side, the conceptual model needs to be transformed to define clear roles and responsibilities, and should be built on inter-governmental mandates.
- ❖ Both top-down and bottom-up approaches are in vogue in the UN. For several UN entities, sustainable development or its elements are a core activity of their normative work and hence expanding on it is relatively easier. Many UN organizations have made efforts to integrate sustainability from multi-year strategic plans to project level approaches. Others have employed “bottom-up” approaches with experiences from the national level informing wider strategic planning.
- ❖ A series of coordination mechanisms are in place in the UN, at all levels. Higher level integration of the three dimensions of sustainable development into the work of the UN system occurs through intergovernmental and inter-agency processes.
  - The intergovernmental processes include: a) Intergovernmental meetings and processes of the Regional Commissions; b) Regional activities of the UN Regional Commissions’ secretariats as well as UN interagency support mechanisms. These processes should be bolstered by the guidance of the General Assembly, ECOSOC, UN Environment Assembly of UNEP and the governing bodies of UN organizations. The GA considers sustainable development issues in both its Second and Third Committees. ECOSOC is where the integrated and coordinated implementation of and follow up to major UN conferences in the economic, social and environmental fields occur. Rio+20 launched a major change in the institutional framework for sustainable development
  - Inter-agency level integration of sustainable development occurs mainly through the UN Chief Executive Board (CEB) and its subsidiary bodies’ (HLCP, HLCM and UNDG). Within CEB, different groups work among stakeholders in response to specific global challenges (UN-Water, Energy, etc.). In 2013 the HLCM decided that all member organizations will move towards adopting and implementing an Environment Management System through a gradual, voluntary and flexible process.

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- Other inter-agency coordination mechanisms exist outside the CEB, e.g. the EMG and ECESA Plus. Coordination of environmental management of internal operations is led by the EMG and UNEP Sustainable UN facility (SUN). The UN also created a Task Team on the post 2015 agenda and a Technical Support Team on SDGs.
  - The Sustainable Development Goals (SDGs) will play a critical role in nationally owned policies, international cooperation and the work of the UN.
  - The High Level Political Forum (HLPF) is expected to play a key role in the follow up of the Rio+20, the SDGs and the post 2015 development agenda and in spurring an integrated approach to the three dimensions of Sustainable Development throughout the UN system.
- ❖ In spite of this, the UN faces a lot of challenges. Key among them are: lack of higher level commitment; unclear and inconsistent terminology and understanding; lack of policy coherence; tendency to work in sectorial silos; imbalances among the three dimensions of sustainable development; absence of a process to assess impact or measure progress; the challenges to scale-up success stories; lack of effective knowledge sharing mechanisms; resource constraints, especially decreasing budget forecasts; capacity building and change management issues; lack of a common support unit; and difficulties in integrating sustainability in joint programming.
- ❖ Each agency also faces challenges specific to it, for example, for WHO which emphasizes a rigorous procedure for its global guidelines, a lack of evidence base is a challenge.
- ❖ The drivers for Sustainability Initiatives at the level of program and projects have been varied, often specific performance requirements from donors, including GEF. Political pressures have also driven actions in some organizations. In some other cases, initiatives by individual units within entities later gained traction and support and gradually expanded.
- ❖ There is a wide range of experience and capacity among entities that have embarked on sustainability initiatives. Many are at the beginning stages, sometimes with sporadic and disaggregated initiatives and no higher level vision/policy or support to anchor and guide them. Few have made impressive progress, and some of them are guiding the rest of the system using lessons learnt from their experience.
- ❖ Most UN entities cited impact assessments as key to their efforts to mainstream sustainability and an important area for cooperation

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### 4.1.2 Operationalizing the Framework in the UN system: overall guidance

- ❖ Among the 3 entry levels (policy, program/project and management) for mainstreaming sustainability, as mentioned in the Sustainability Framework, integrating sustainability at the level of Programme/Projects is most complex, and requires further guidance and support. Most agencies have initiated environmental sustainability policies at the level of internal management and this stream of work is being adequately taken care of by the Issue Management Group on Environmental Sustainability Management. Hence, immediate efforts should focus at the program/project entry level.
- ❖ Keeping in mind the post-2015 agenda, the UN needs to have a high level of ambition in integrating the three dimensions of sustainable development in its work.
- ❖ The UN agencies should try to ensure that the three dimensions of sustainable development are well balanced. An integrated approach would need recognition of the tensions and trade offs, contradictions, complementarities and synergies between the three dimensions. Human rights could be a link for integrating the three dimensions, including for future generations, though further understanding is needed.
- ❖ The social dimension of the Sustainability Framework needs urgent strengthening. The economic dimension should be gradually integrated into the Sustainability Framework. Relevant UN entities, networks and stakeholders should be involved to ensure ownership and bring in the right kind of expertise.
- ❖ The social dimension has many perspectives, though we normally talk of it from a very narrow angle, mostly limiting it to social protection issues. It should be given its due respect among the three dimensions and should not be considered as an add-on to the environment and economic dimensions.
- ❖ Before developing social sustainability policies, there is a need to better understand the context: how social institutions, class, gender and ethnicity, affect our behaviour and adaptation; which social groups are winners and losers during a change; how social protection and redistribution can be achieved under an informal economy, considering the decline of formal sector industrialization, strong labour movements and social protection through the workplace; how to address gender equality and the “double burden”; and how to institutionalize human rights and empowerment.
- ❖ Considerable work has been done on social sustainability, but much of it has been undertaken as a development issue and has not been branded as a





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Sustainable Development issue. The term Sustainable Development is normally used with a bias towards the environmental dimension. This lack of clarity in terms of branding has also contributed to a lack of integration of the social dimension globally. Within the Consultative Process, the emphasis and expertise was on the environment dimension and hence the social dimension lagged behind.

- ❖ The Sustainability Framework needs to be implemented in a phased and iterative manner, pilot testing if needed. It is an empty shell with some shelves, currently representing the environmental and social dimensions. We need to fill this up with our work in each UN entity and sharing of experiences. Later, we need to broaden and deepen it. There are commonalities across UN entities on which we can cooperate, many of which have been identified.
- ❖ At the outset, it is important to start with an implementable policy framework that allows for incremental improvement over time, without creating unrealistic internal or external expectations. Phasing of activities should be carefully planned by each entity. The rigour of standards and procedures should be gradually raised, but it should not be burdensome at any point. Time should be taken to test and refine policies and procedures.
- ❖ Several enabling conditions and building blocks are needed. This includes: sustained commitment from management; institutional anchoring, including support from a core unit; capacity building; knowledge sharing mechanisms; awareness raising and communication programme; reporting, monitoring and evaluation mechanisms; financial resources; use of qualified staff with appropriate professional experience; transparency and accountability mechanisms; and incentives
- ❖ Some mechanisms of the UN (GEF, REDD+, FCPF etc) finance large scale projects and thereby they are getting exposed to the higher demands and political pressures on sustainability issues, similar to that faced by the World Bank. The Sustainability Framework should distinguish this part of UN operations, which will have to move at a different pace and level of ambition, compared to the rest of the system.
- ❖ There needs to be clarity in the terms used. The proposed Guide for the UN Sustainability Framework could have a glossary of such terms. For example, “Minimum Requirements” could refer to minimum requirements for principles (e.g, the minimum requirement for the principle related to labour practices could be “UN should not engage child labour”) or for processes (e.g, Impact Assessment could be a minimum requirement). Another example is what we mean by “do good”.



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- ❖ We need to look out for the inclusion of emerging sustainability issues that have not been addressed adequately so far
- ❖ Synergy has to be created with the ECESA Plus network of DESA, which has Sustainable Development focal points from over 50 UN entities.
- ❖ The group has not yet addressed how social sustainability can be integrated under internal management. This needs to be looked into.
- ❖ Management Systems, such as ISO 26000, ISO 14000, ISO 50001 and others, are useful in integrating sustainability and their relevance should be explored.

### 4.1.3 Operationalizing the Framework: Essential Building Blocks

#### Common Principles

- ❖ The Consultative Process could agree on a set of core values that could be applied across the UN-system, for example “do no harm” and “do good”, while individual UN entities could elaborate it further with entity specific Core Principles. While fixing the core values and principles, we should look at various principles being used internally, such as the UNDG principles, and ensure that we do not duplicate or contradict them. We could also look at what is being used by non-UN entities, for example the Global Compact or ISO 26000 principles. Organizations need to look at what is “material” or important for each organization. In addition, each entity could also frame additional entity specific Core Values and Principles. Having common principles is important from several other points of view too: donors will find it difficult to fund if we all have diffused or contradictory principles; the different measures to be taken would depend on the common principles we have, for example, the development of a common reporting format and system

#### Impact Assessments

- ❖ Impact assessment was identified as one of the key minimum requirements, and could be one of the activities that could be taken up immediately by the group.

#### Accountability and transparency

- ❖ Mechanisms to ensure accountability and transparency are limited in the UN system. The UN has not yet been subjected to the political pressures that led to the development of such mechanisms in the World Bank. UN also has not had a culture of disclosure. Compliance, disclosure, grievance redress and verification mechanisms need to be established and strengthened.



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- ❖ We need to look at existing mechanisms within the UN, such as the JIU, UNEG, Ombudsman mechanism or special rapporteurs on various issues, and see if they can play a role in ensuring accountability and if they need to be strengthened for that purpose.
- ❖ Senior managers only support accountability measures if they are clear about the resources and capacity needed to implement these measures
- ❖ Public disclosure is rarely practiced in the system, unless mandated by donor or legal requirements. Many times disclosure is limited to information given in annual reports.

### Common reporting system

- ❖ A common reporting system is needed. The Report of the Secretary-General on mainstreaming of the 3 dimensions of Sustainable Development throughout the UN system could be a likely vehicle for regular reporting on sustainability issues. We should also check if we are already reporting on such issues through some other means. Lessons could be learned from other UN-wide common reporting systems developed such as that for gender mainstreaming and that for environmental management in internal management, as well as those developed for reporting by external entities like that of the Global Reporting Initiative and Global Compact.

### Knowledge sharing mechanism

- ❖ The Teamwork space<sup>1</sup>, currently hosted by UNDP, is a convenient tool to share knowledge and experience. It is divided into three sections: “About”, which describes the background of the Consultative Process and the Sustainability Framework; “Share”, which is the area for sharing knowledge and experience; and “Connect”, which is the section where members can network with each other. The members of the Consultative Process could be given access to it. We also should look into how it can be linked with similar platforms hosted by various UN entities, including DESA, World Bank, UNEP SUN etc.

### Alignment with Country Systems

- ❖ Sustainability is only achievable when countries own their sustainability agenda and environmental and social policies and actively manage their own environmental and social risks. Hence we need to strengthen country institutions and systems.

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<sup>1</sup> For accessing this portal, an invitation will be sent out to all the members of the Consultative Process.





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## Advocacy

- ❖ Advocacy within organizations is very important to build understanding and commitment, garner support at all levels, and influence decision making in favor of sustainability. Tailor made and easy to use advocacy tools and other forms of support would be helpful. These tools could briefly indicate the background, the need, objectives of the Sustainability Framework, the progress made and plans. It could be adapted and contextualized by individual entities and the possibility to use it as a tool for self assessment and decision-making could be explored.

## Common support function

- ❖ The coordinating role should be taken by a trusted, credible and effective entity, with appropriate mandates. Effective coordination revolves around: mutually defined goals; trust built by the coordinating body; an inclusive rather than a hierarchical process; meaningful, frequent and formal acknowledgement of the contributions and perspectives of participants who must feel valued; and a minimum level of substantive assistance for network members.

## 4.2 Key suggestions for follow up

- ❖ The Guide for implementation of the Sustainability Framework will provide guidance on how each entity could move ahead in implementing the Sustainability Framework. It should be an interim guide developed based on common experiences and practices of the UN agencies. It can be tested out for three years and then reviewed. It should mention the achievements made so far, be easy to read and communicable and structured in 3 sections:
  - Advocacy tool: A brief section that could be used to build awareness and convince various stakeholders.
  - How to get started: A section that briefly explains the basic steps to get started in implementing the Sustainability Framework
  - The Building Blocks for Operationalizing the Framework
- ❖ The Consultative Process could agree on a set of core values that could be applied across the UN-system, for example “do no harm” and “do good”, while individual UN entities could elaborate it further with entity specific Core Principles. The Drafting Group will lead the development of this set of core values, which could be integrated in the interim Guide for implementation of the Sustainability Framework. This should be tested out for three years and then reviewed. In addition, each entity could also frame additional entity specific Core Values and Principles.



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- ❖ To understand and follow up on legal issues related to the implementation of the Sustainability Framework, World Bank, with support from EMG Secretariat, can facilitate a meeting between the legal team of the World Bank safeguards group and the Office of Legal Affairs.
- ❖ Members of the Consultative Process will be given access to the Teamworks space, hosted by UNDP, which could help capacity building and experience sharing.
- ❖ In light of the Framework's broad scope and in support of the decision of the 18<sup>th</sup> EMG Senior Officials meeting to advance follow-up and implementation of the Framework, options for applying the Framework throughout the UN system need to be further explored. The EMG has a continuing role to play in furthering the Framework and to serve as a learning and knowledge sharing platform for sustainability practitioners. The UN System Chief Executives Board for Coordination (CEB) is the highest level coordination body of the UN system. CEB seeks to strengthen policy coherence and coordination among UN system organizations. In doing so, CEB does not develop, implement or monitor policies. Under the auspices of CEB's High-Level Committees (HLCP, HLCM), a variety of system-wide contributions have been developed through an inter-agency consultative process using a lead agency approach, including joint statements, joint reports and system-wide action plans.
- ❖ The SG's report on mainstreaming of the three dimensions of sustainable development in the UN system refers to the Framework as a good basis for developing a road map for accelerating integration of sustainable development in the UN system. This can be a good opportunity for placing the framework in the core of reporting by the SG on sustainability within the UN system.
- ❖ An Options Paper needs to be developed, to outline options on the follow up of the Sustainability Framework and its placement and implementation by the UN system. The paper will be prepared by the drafting group of the consultative process in consultation with the CEB and UNDESA Secretariat.
- ❖ The Options Paper as well as the Guide for the UN Sustainability Framework should be prepared for consideration by the 19<sup>th</sup> EMG SOM. A high profile launch of the next phase of implementation of the Sustainability Framework can be planned, including the possibility for the SG to send a letter to Heads of Agencies or few Heads of Agencies making a joint launch.



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## ANNEX 1

### BACKGROUND OF EMG'S CONSULTATIVE PROCESS ON ENVIRONMENT AND SOCIAL SUSTAINABILITY

Senior Officials of the UN Environment Management Group (EMG SOM) at their fifteenth meeting in September 2009 agreed to undertake a consultative process to explore options for enhancing environmental and social sustainability in their work. They expressed interest to work collectively in developing a common and systematic management approach to prevent and mitigate the environmental and social unintended impacts of their operations and to optimize resource opportunities. A number of sustainability related strategies and actions have been initiated but there was a lack of an institutional strategy and coherence.

The Senior Officials therefore established the Consultative Process on Environmental and Social Sustainability in the UN system composed of UN agencies focal points and co-chaired by UNEP and UNDP, supported by the World Bank. The Consultative Process prepared in September 2011 a report on sustainability in the UN, that includes a broad policy framework (Sustainability Framework) for joint action and a Heads of Agencies statement. The report builds on a survey of the status of sustainability practices in the UN system. About 23 agencies contributed to the preparation of the report.

The 17<sup>th</sup> EMG SOM in 2011 approved the Sustainability Framework and proposed its consideration by the Chief Executive Board (CEB). The report and the Sustainability Framework was submitted as a contribution by the EMG to the preparatory process of the Rio+20.

The 18<sup>th</sup> EMG SOM in November 2012 agreed to continue the Consultative Process for one more year in order to support the implementation of the Sustainability Framework. The implementation would involve among others the translation of the policy-level Sustainability Framework into a guide that clarifies elements of the Sustainability Framework essential for its implementation and a common approach. The process was advised on the need to consult with competent social networks in the UN system that could support improving the social dimensions of the Sustainability Framework. The Senior Officials also agreed to recommend to the first CEB meeting in 2014, or earlier, consideration of the Sustainability Framework and its implementation.



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## ANNEX 2

### AGENDA

#### Day one: 3 June EXPERIENCES IN THE UN

Time (CET)	Agenda item	Topic	Responsible	Reference documents
8.30-9.00		Meeting room opens for participants' registration		
<b>9.00</b>		<b>Meeting starts</b>		
		<b>SESSION 1: Opening Session</b>		
9.00 - 9.45	1	Opening remarks: <ul style="list-style-type: none"> <li>Achim Steiner, Chair, EMG (recorded video)</li> <li>Co-Chairs of the Consultative Process</li> <li>EMG Secretariat</li> </ul> Review and adoption of agenda Self Introductions	Co-chairs of the Consultative Process  EMG Secretariat	
9.45- 10.00	1	Report of the Secretary General on mainstreaming of the 3 dimensions of Sustainable Development throughout the UN system	Federica Pietracci, UNDESA	
10.00 – 10.45	1	Guide for implementation of the Sustainability Framework: Presentation of the first draft  Presentation: 15 minutes Question and answers: 15 minutes	David Colbert, EMG Secretariat	
10.45 – 11.00		<b>COFFEE</b>		
		<b>SESSION 2: Experiences in the UN system</b>  Chair: Christophe Bouvier, UNEP, Co-Chair of the Consultative Process		
11.00 – 11.05		Introduction to Session 2	Christophe Bouvier	
11.05 – 12.00	2	Experience in integrating sustainability at the level of planning/policy and in programmes/projects  Presentation: 20 minutes Question and answers: 35 minutes	Michaela Pfeiffer, WHO   Alemneh Dejene, FAO	
12.00 - 13.00		<b>LUNCH</b>		
		<b>SESSION 2 contd:</b>  Chair: Anne Marie Sloth Carlsen, UNDP, Co-Chair of the Consultative Process		
13.00 - 14.30	2	Experience in integrating sustainability at the level of programmes/projects	Holly Mergler, UNDP	

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		Presentation: 30 minutes Question and answers: 60 minutes	Yunae Yi, UNEP  Brenda Behan, WFP	
<b>14.30 - 14.45</b>		<b>COFFEE</b>		
		<b>SESSION 2 contd:</b>  Chair: Anne Marie Sloth Carlsen		
<b>14.45 - 15.30</b>	2	World Banks' experience in developing and operationalizing its environmental and social safeguards policy  Presentation: 20 minutes Question and answers: 25 minutes	Stephen F. Lintner, World Bank	
<b>15.30 - 16.00</b>	2	Status of environmental and social safeguards in GEF projects  Presentation: 10 minutes Question and answers: 20 minutes	Andrew Velthaus, GEF 	
<b>16.00 - 16.30</b>	2	Global Compact's experience in promoting Corporate Social Responsibility  Presentation: 10 minutes Question and answers: 20 minutes	Heidi Huusko Global Compact 	
<b>16.30 - 17.30</b>	2	Experiences on integrating sustainability at the level of internal operations  Presentation: 20 minutes Question and answers: 40 minutes	Isabella Marras, UNEP SUN  Brenda Behan, WFP	
<b>18.30 - 20.00</b>		<b>Reception hosted by Government of Switzerland</b>		

## Day two: 4 June CONCEPTS AND OPERATIONALISATION

Time (CET)	Agenda Item	Topic	Responsible	Reference documents
<b>8.30 - 9.00</b>		Meeting room opens for participants' registration		
<b>9.00</b>		<b>Meeting starts</b>		
		<b>SESSION 3: Evolving the Sustainability Framework: Remaining Challenges and Issues</b>  Chair: Anne Marie Sloth Carlsen		
<b>9.00 - 9.05</b>		Introduction to Session 3	Christophe Bouvier	
<b>9.05 - 10.15</b>	3	Addressing <b>conceptual aspects</b> of Environmental & Social Sustainability issues, based on the discussions of the first day  <b>Moderator:</b> Alemneh Dejene, FAO		

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		Introduction: 10 minutes Discussion: 60 minutes		
<b>10.15 – 10.30</b>		<b>COFFEE</b>		
		<b>SESSION 3 contd:</b>		
		Chair: Christophe Bouvier,		
<b>10.30 – 11.30</b>	3	Common approach related to an accountability mechanism (including compliance, grievance, oversight and public disclosure issues)  Presentation: 15 minutes each for World Bank and UNDP  Question and answers: 30 minutes	Stephen F. Lintner, World Bank  Holly Mergler, UNDP	
<b>11.30 – 12.15</b>	3	Impact Assessments and its links to the Sustainability Framework  Presentation: 20 minutes Question and answers: 25 minutes	Stephen F. Lintner, World Bank representing the IAIA <sup>2</sup>	
<b>12.15 – 13.15</b>		<b>LUNCH</b>		
		<b>SESSION 3 contd:</b>		
		Chair: Anne Marie Sloth Carlsen,		
<b>13.15 – 14.45</b>	3	<a href="#">Panel Discussion</a>  <b>Conceptual issues</b> related to an Integrated approach to address environmental, social and economic sustainability  <b>Moderator:</b> Peter Utting, UNRISD  <b>Panel Members:</b> Verona A. Collantes, UN Women Lene Wendlan, OHCHR Olga Correa, University of Geneva Yunae Yi, UNEP Roderick Lawrence, University of Geneva Federica Pietracci, UNDESA    <b>Introduction: 5 minutes</b>  Panel Discussion in 2 Sessions		

<sup>2</sup> International Association of Impact Assessment



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		<p><b>Session 1 (40 minutes)</b></p> <ul style="list-style-type: none"> <li>What does it mean to have an integrated approach on environmental, social and economic sustainability</li> </ul> <p><b>Session 2 (45 minutes)</b></p> <ul style="list-style-type: none"> <li>What are the key and emerging approaches, policies and standards on the three dimensions of sustainability that could be applied in, and supported by the UN</li> </ul>		
<b>14.45 – 15.00</b>		<b>COFFEE</b>		
		<p><b>SESSION 4: Operationalising the Sustainability Framework (Conceptual and Implementation issues)</b></p> <p>Chair: Anne Marie Sloth Carlsen</p>		
<b>15.00 – 15.05</b>		Introduction to Session 4	Anne Marie Sloth Carlsen	
<b>15.05 - 16.15</b>	4	<p>Institutional Learning for operationalizing sustainability</p> <p><b>Moderator:</b> Yunae Yi, UNEP</p> <p>Introduction    <b>10 minutes</b></p> <p>Discussion      <b>60 minutes</b></p>		
<b>16.15 – 17.00</b>	4	<p>Common approach towards the use of National (Country) Systems</p> <p>Presentation: 20 minutes                      Question and answers: 25 minutes</p>	Stephen F. Lintner, World Bank	
<b>17.00 – 17.30</b>	4	Sustainability Management Systems	Reinhard Weissinger, ISO	

## Day three: 5 June      OPERATIONALISATION AND FOLLOW UP

Time (CET)	Agenda Item	Topic	Responsible	Reference documents
<b>8.30 - 9.00</b>		Meeting room opens for participants' registration		
<b>9.00</b>		<b>Meeting starts</b>		
		<p><b>SESSION 4 contd:</b></p> <p>Chair: Christophe Bouvier,</p>		
<b>09.00 - 10.30</b>	4	<p>Legal and managerial aspects of operationalisation</p> <p><b>Moderator:</b> Brenda Behan, WFP</p>		





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		<p>Introduction <b>10 minutes</b> Discussion <b>80 minutes</b></p> <p><b>Points for discussion:</b></p> <ul style="list-style-type: none"> <li>• What are the relevant existing or anticipated legal and managerial issues</li> <li>• How can we better address these legal and managerial issues</li> </ul>		
<b>10.30 – 10.45</b>		<b>COFFEE</b>		
		<b>SESSION 4 contd:</b>		
		Chair: Christophe Bouvier		
<b>10.45- 11.15</b>	4	<p>UN-wide knowledge sharing on Sustainability</p> <p>Presentation: 10 minutes Question and answers: 20 minutes</p>	Holly Mergler, UNDP	
<b>11.15 -12.00</b>	4	<p><b>Group Discussion:</b> Operationalizing the Sustainability Framework</p> <p><b>Moderator:</b> David Colbert, EMG Secretariat</p> <p>Introduction  <b>15minutes</b></p> <p>Group discussion <b>1 hour</b></p> <p>Presentations by the Groups, followed by Question and Answers: <b>1 hour</b></p> <p>Points for discussion:</p> <ol style="list-style-type: none"> <li>1) What should be the goal for each agency and the UN system as a whole in implementing the Framework, in the next 3 years?</li> <li>2) What are the main barriers for achieving these goals? Are these barriers that can be addressed at the system-wide level?</li> <li>3) What action needs to be taken now?</li> </ol>		
<b>12.00 – 13.00</b>		<b>LUNCH</b>		
		<b>SESSION 4 contd:</b>		
		Chair: Anne Marie Sloth Carlsen,		
<b>13.00 – 14.30</b>	4	<p><b>Group Discussion contd:</b> Operationalizing the Sustainability Framework</p> <p><b>Moderator:</b> David Colbert, EMG Secretariat </p>		

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14.30 – 14.45	4	Revisions to the Guide for implementation of the Sustainability Framework	David Colbert, EMG Secretariat	
14.30 - 14.45		<b>COFFEE</b>		
		<b>SESSION 4 contd:</b>		
		Chair: Anne Marie Sloth Carlsen,		
15.00 – 15.45	4	Legal issues related to the Framework  Jay Pozenel will respond to queries of participants, including those raised in the Group Discussion on “Legal and managerial issues related to the implementation of the Sustainability Framework” on 5 <sup>th</sup> June	Jay Pozenel, Office of Legal Affairs 	
		<b>SESSION 5: Future of the Sustainability Framework</b>		
		Chair: Anne Marie Sloth Carlsen,		
15.45 – 15.50		Introduction to Session 5	Anne Marie Sloth Carlsen	
15.50 – 17.15	5	Options for the follow up of the Sustainability Framework  Presentation: <b>30 minutes</b> <ul style="list-style-type: none"><li>• Co-chairs of the Consultative Process</li><li>• Remo Lalli and Xenia von Lilien (CEB Secretariat)</li></ul> Discussions: <b>60 minutes</b>		
17.15 – 17.30		Closing Remarks	Co-chairs of the Consultative Process; EMG Secretariat	

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## ANNEX 3

### LIST OF PARTICIPANTS

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