UNITED NATIONS
ENVIRONMENT MANAGEMENT GROUP EMG

28th Senior Officials Meeting of the United Nations Environment Management Group	**EMGSOM.28_INF_2**
Senior Segment, 3 November 2022 14.00 – 15.30 CET Online	Distribution: EMG members

Proposed governance structure for the implementation of the Strategy for Sustainability Management in the United Nations System 2020-2030

1 Background

The normative authority and impact of the United Nations are unique. Through its unparalleled convening power, the United Nations works with Member States to promote peace, human rights and sustainable development for all. In authoritative reports it describes the status of peace, human rights, and sustainability around the world.

To maintain this normative authority, it is paramount that the United Nations also apply and defend *within the organization itself* the sustainability principles it promotes. The United Nations should and must be a leading example in terms of environmental and social sustainability management.

Since 2019, the United Nations has a comprehensive vision for sustainability management:[1]

> *"Under the 2030 vision for sustainability management, the United Nations system is a leader in integrating environmental and social sustainability considerations across its work in a systematic and coherent way, practising the principles that it promotes and leaving a positive legacy.*
>
> *Fundamental to this vision are the objectives to embody the Sustainable Development Goals at all levels of the United Nations system; lead by example; ensure the harmonization of internal sustainability initiatives; manage risks; strengthen business resilience; enhance credibility and accountability; and achieve financial savings through optimal resource efficiency."*

A strategy for the realization of this vision was developed and adopted in two steps:

- *Phase I: Environmental Sustainability in the Area of Management,* endorsed by the Senior Officials of the EMG (SOM) and the Chief Executives Board (CEB) in 2019, describes the overarching vision together with specific commitments for the environmental sustainability of management functions;

[1] Formulated in the *Strategy for Sustainability Management in the United Nations System, 2020–2030 – Phase I: Environmental sustainability in the area of management*. Aavailable at https://digitallibrary.un.org/record/3812667/

- *Phase II: Towards Leadership in Environmental and Social Sustainability*, endorsed by the SOM and CEB in 2021,[2] shares the same vision, and proposes a broad theory of change for the mainstreaming of ten environmental and social sustainability principles[3] in all internal functions of UN entities and the UN system.

While the impulse for the development of this vision and *Strategy* were given by the Secretary-General and the SOM,[4] they are clearly aligned with Member States' calls for the mainstreaming of sustainability principles in the UN, as formulated in multiple General Assembly resolutions.[5]

The implementation of *Phase I* started in 2019 and is currently overseen by the *EMG Issue Management Group on Environmental Sustainability Management,* while reporting on *Phase I* is facilitated by the Sustainable UN facility and happens through the *Greening the Blue* report. Upon adoption of *Phase II* in 2021, the SOM decided that a "Steering Committee" needed to be established to lead the implementation of the *Strategy* as a whole.[6] A detailed implementation plan for the *Strategy* was included in the *Phase II* document and is attached to this note (Annex I). In practice, the role of the "Steering Committee" has been taken on by the pre-existing *EMG Task Team for the development of a UN Sustainability Strategy* (hereafter: *EMG Task Team*). In 2021-2022 the *EMG Task Team* has focused its discussions mainly on the governance of the *Strategy*.

The present note summarizes these discussions and proposes a governance structure. The note is organized as follows: section 2 summarizes the discussions and deliberations of the *EMG Task Team* regarding the governance of the *Strategy*; section 3 proposes a governance structure for the implementation of the *Strategy*¸ based on the deliberations of the *EMG Task Team*; section 4 lists a number of outstanding issues that need resolution in 2023 and an interim solution for 2022-2023.

2 Discussions and deliberations of the EMG Task Team

2.1 Lessons from other inter-agency networks

To be in a position to propose the most adequate governance structure for the implementation of the *Strategy*, the EMG Task Team has looked into the governance setup of five existing UN initiatives outside the EMG that relate to areas of sustainability management.[7] The EMG Task Team analysed the following aspects: core elements of the structure, membership, network configuration, host organization, mandate, and reporting.

While the full analysis is available in Annex II, the key conclusion is that the governance structure of all five analysed processes comprises *as a minimum* the following three core elements:

[2] *Phase II* is available at: https://digitallibrary.un.org/record/3965214/

[3] The ten principles reflect the values, principles and standards of the *Charter of the United Nations*, the *Universal Declaration of Human Rights* and other international human rights instruments, the *2030 Agenda for Sustainable Development*, the report of the UN Secretary-General entitled "*Our Common Agenda*" (A/75/982) and the *Model Approach to Environmental and Social Standards in United Nations Programming*.

[4] Decision of the EMG Senior Officials at SOM24 and decision of ExCom in January 2019.

[5] In particular: General Assembly resolution 66/288 ("*The Future We Want*"); 70/1 ("*2030 Agenda for Sustainable Development*"); 75/1 ("*Our Common Agenda*"); 75/233 ("*Quadrennial Comprehensive Policy Review of Operational Activities*").

[6] "*Strategy*" refers to both Phase I and II.

[7] The five selected UN initiatives were: UN-SWAP on Gender Equality and Women's Empowerment (UN-SWAP); UN Disability Integration Strategy (DIS); UN Plan of Action on Disaster Risk Reduction for Resilience (PA-DRR) UN-Water; UN Global Compact (UNGC). While there exist many other inter-agency processes in the UN system, these five processes were chosen because they relate to one or more aspects of sustainability and because their governance structures represent varying levels of complexity.

- a **network of representatives of member organizations** that have agreed to implement a certain strategy and/or set of commitments;
- a **body to which the network reports progress** in implementing the strategy and/or commitments;
- a **secretariat** with sufficient staff and funding to support the network and the reporting.

The EMG Task Team observed that all five initiatives are supported by a secretariat with salaried staff. The secretariat is in most cases hosted by an existing UN entity (e.g., UN-Women hosts the Secretariat of the UN-SWAP on Gender Equality and Women's Empowerment; the Executive Office of the Secretary-General hosts the Secretariat of the UN Disability Integration Strategy) or is constituted as a stand-alone organization funded via membership fees (e.g., the Office of the UN Global Compact).

2.2 Deliberations of the EMG Task Team

There is general agreement in the EMG Task Team[8] on the following aspects of the governance of the *Strategy*:

***The UN needs one governance structure for both Phases*.** It is preferable that the implementation of the two phases of the *Strategy* be governed by one and the same governance structure. The members of the Task Team feel that both phases are complementary parts of one whole.

The governance structure needs to be inclusive. All UN entities represented in the Environment Management Group (EMG) and the Chief Executives Board (CEB) have unanimously endorsed Sustainability Strategy Phase I and Phase II in respectively 2019 and 2021. Given that all entities have committed to implementing the *Strategy*, there is no need to establish a "coalition of willing entities", as suggested in the implementation plan. The EMG Task Team expressed however the need for an inclusive network of UN entity representatives that is able to facilitate the exchange of knowledge and experiences across all dimensions of sustainability and all functional areas.

***UN entities* and *inter-agency processes need to be represented*.** The governance structure needs to provide a space for knowledge exchange, not only between representatives of all UN entities that endorsed the strategy, but also representatives of existing inter-agency processes that relate to one of the ten sustainability principles described in the Strategy. The latter would include, for example, representatives of the UN-SWAP on Gender Equality and Women's Empowerment, the UN Disability Integration Strategy, etc.

***The technical level* and *decision-making level need to be represented*.** The Task Team believes a two-tiered governance structure would be most effective: one network of technical representatives, in which knowledge flows freely, and a second network of senior representatives, which has the decision-making power to enable organizational changes. The former is expected to be the most active network and the driver of change, while the latter is expected to act as a sounding board.

***The governance structure needs to build on existing structures*.** The governance structure should build, as much as possible, on existing structures in the UN system and not be created from scratch. This applies in particular to the network of technical focal points, the network of senior representatives, and the secretariat:

- the network of technical focal points could build on, or incorporate, the *EMG Issue Management Group on Environmental Sustainability Management* and the *EMG Consultative Process on Environmental and Social Sustainability in the UN System*;

[8] Meetings held on 14 December 2021, 20 April 2022, and 6 September 2022.

- the senior representatives could meet in the context of, or back-to-back with, a recurring annual event, such as the Senior Officials Meeting of the EMG or relevant high-level meetings;
- the secretariat could remain with UNEP (EMG Secretariat) or could move to another entity. The Executive Office of the Secretary-General (EOSG) has been identified as a theoretical option. The EMG Task Team did not express a unanimous opinion.

Phase I needs to continue existing in its own right, with its own reporting. The fact that Phase II is a 'comprehensive' strategy that covers 'all dimensions of environmental and social sustainability management' does not imply that existing strategies on specific aspects of sustainability management, such as Phase I on environmental sustainability or the SWAP on gender equality, would be absorbed or modified.

Certain UN entities are willing to lead on specific aspects of the Strategy. UNEP's SUN Facility has expressed interest in taking the lead on the mainstreaming of the environmental principles, while UNU has expressed interest in leading on the facilitation of knowledge sharing. Obviously, other UN entities *are already* leading on certain areas, such as UN-Women on the gender principle or UNDRR on the resilience principle.

3 Suggested governance model for the UN Sustainability Strategy

3.1 Suggested governance model (2023-2030)

Based on the deliberations of the *EMG Task Team* (section 2), a governance structure with the following characteristics is suggested:

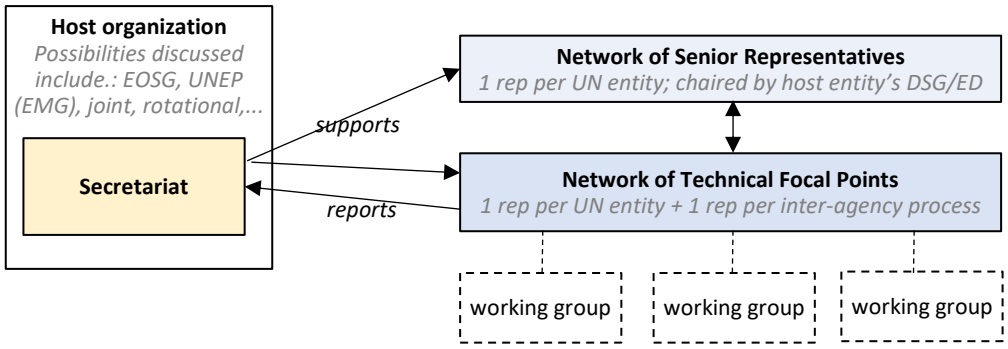
1. All UN entities that endorsed the *Strategy for Sustainability Management in the UN System* through the SOM and/or through the CEB are represented in the governance structure.

2. The governance structure is ideally articulated at two levels:
   - a Network of Technical Focal Points (at mid-high level) that acts as a community of practice that focuses on the exchange of experiences; the technical focal points are joined by representatives of other inter-agency processes that relate to one or more of the 10 sustainability principles of the strategy; see Annex III for the complete composition;
   - a Network of Senior Representatives (at senior level) that meets occasionally and acts as a sounding board.

3. A Secretariat, hosted by a UN entity with a broad mandate, ensures the smooth functioning of the Network of Senior Representatives and the Network of Technical Focal Points as governance mechanism. The primary focus of the Secretariat is to facilitate the exchange of experiences; a secondary task is to collect entity-level reports on the implementation of the *Strategy*.

4. A possible host of the Secretariat is suggested to be an entity with a broad mandate. In this context, the EOSG has been referred to theoretically by EMG members as a possible option. If no single entity is found, multiple entities could host the Secretariat jointly or on a rotational basis. Otherwise, UNEP (EMG Secretariat and SUN Facility) could continue hosting the secretariat. See also section 4 "Pending issues".

5. The Network of Technical Focal Points may decide to create working groups on specific aspects of the *Strategy* that require dedicated attention.



The detailed roles and responsibilities of the Network of Senior Representatives, the Network of Technical Focal Points, and the Secretariat are described in the following sub-section.

3.2 Roles and responsibilities of the different bodies

Network of Technical Focal Points

Composition

- Technical representatives of UN entities (at mid-high level, e.g., P4-P5) officially appointed by the heads of their entities;
- Representatives of established inter-agency processes related to one or more of the ten sustainability principles;

See Annex III for the detailed composition.

Roles and responsibilities

- Knowledge exchange: share experiences and good practices on the implementation of the *Strategy*; seek alignment with other inter-agency processes; oversee the working groups; provide inputs into the development of system-wide tools and resources that support the implementation of the UN Sustainability Strategy;
- Data collection: adjust the monitoring & reporting framework as needed; identify entities that will pilot the monitoring; agree on the timeline for data collection; facilitate alignment with other inter-agency monitoring processes; facilitate data collection and reporting on the implementation of the UN Sustainability Strategy in the own entity;
- Inputs for the Network of Senior Representatives: identify issues or challenges that require the attention of the Senior Representatives;

Frequency of meetings

- 2-4 times per year;
- working groups may meet more frequently;

Network of Senior Representatives

Composition

- Senior Representatives (at senior level) of all UN entities;

Roles and responsibilities

- Strategic direction: act as a sounding board for the Network of Technical Representatives on issues and challenges related to the implementation of the *Strategy*;

- Strategic alignment: promote alignment and coherence with other inter-agency processes;

Frequency of meetings

- Once a year;

Secretariat

Composition

- Led by one professional staff member, as a minimum;
- Specialist collaborators, as required;

Roles and responsibilities

- Facilitate meetings: organize the meetings of the Senior Representatives and the Technical Focal Points; prepare background documents; document the meeting outcomes;
- Facilitate knowledge exchange: put adequate tools, platforms, and venues at the disposal of the Technical Focal Points to facilitate knowledge exchange; with the inputs of the Technical Focal Points, develop system-wide tools and resources that will support the implementation of the UN Sustainability Strategy;
- Facilitate system-wide reporting: aggregate entity-level reporting on the implementation of the UN Sustainability Strategy into an annual sustainability report;
- Facilitate communication: coordinate internal and external communications around the UN Sustainability Strategy, the progress of the UN system and UN entities, and the report.

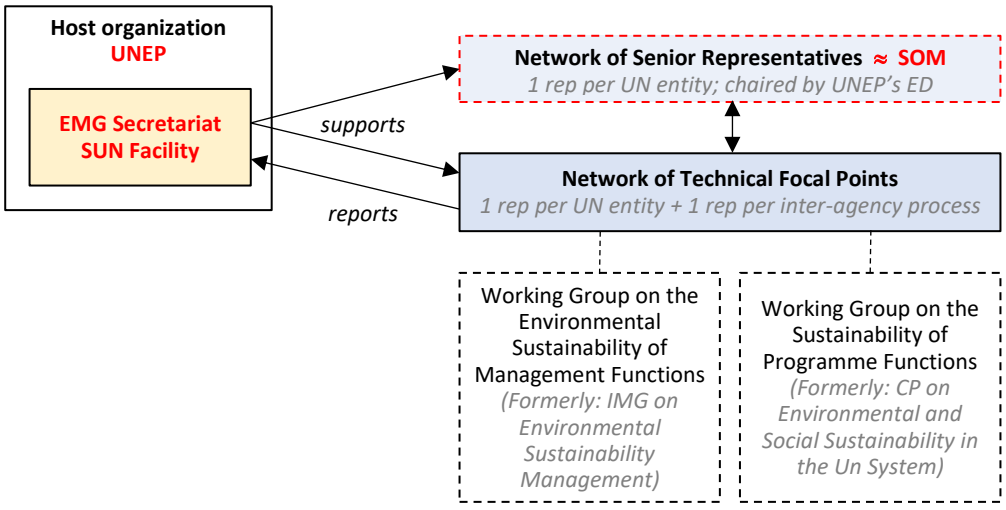
4 Outstanding issues and interim setup

The following issues require further discussion and deliberation:

- Which UN entity should host the secretariat?
- How will this secretariat be funded?
- When/how/where should the Network of Senior Representatives meet?

Given these outstanding issues, it is proposed that the Senior Officials of the EMG, in their 28th meeting in November 2022, endorse the following *interim* governance structure for 2022-2023:

Interim governance structure for the implementation of the Strategy for Sustainability Management in the UN System



Note: the 'interim aspects' of this interim structure are indicated in red.

The ‘interim aspects’ of the above interim governance structure are that:

- the Network of Senior Officials is not yet established, but the SOM of the EMG temporarily assumes this role;
- the EMG Secretariat, with the support of the SUN Facility, temporarily assumes the role of ‘caretaker’ Secretariat.

The endorsement of this interim structure should be for 1 year only.

Once the pending issues are resolved, the interim setup can transition into the definitive setup described in sub-section 3.1.

Annex I: Implementation plan, as described in Phase II document

It is suggested that implementation of the *Strategy* should take a staged approach, as follows:

(a) **Establish the foundations** (2022):

(i) A coalition of entities willing to steer the implementation of the *Strategy* creates a steering committee, the composition of which reflects the diversity of the mandate, size and structure of the entities;

(ii) The steering committee establishes a mechanism for coordination, knowledge exchange and capacity-building across entities and levels of the United Nations;

(iii) The steering committee seeks synergies with other system-wide initiatives at the system level (listed in annex I), country level (the United Nations Sustainable Development Cooperation Framework, business operations strategies) and regional level (issue-based coalitions);

(iv) Entities start exchanging experiences and best practices on the suggested outputs of phase II of the Strategy (and continue those exchanges throughout the implementation of the Strategy);

(v) Entities identify possible gaps in the suggested outputs;

(vi) Entities agree on a first version of the scorecard, the list of outcome indicators and the reporting medium;

(b) **Pilot the strategy and scorecard** (2023):

(i) A select number of entities report on the scorecard and the outcome indicators on a pilot basis; those entities also reflect on possibilities for harmonizing internal data collection to fulfil the requirements of different system-wide reporting initiatives;

(ii) Entities agree on an updated version of the scorecard, the list of outcome indicators and the reporting medium;

(iii) Detailed guidance is developed;

(c) **Roll out the strategy and scorecard** (2024):

(i) At least 50 per cent of entities report on the scorecard and the list of outcome indicators;

(ii) A first system-wide sustainability report is produced based on the scorecard and the list of outcome indicators;

(d) **Review implementation and the reporting mechanism** (2025):

(i) The coordination mechanism, the scorecard, the list of outcome indicators and the reporting medium are reviewed;

(e) **Become a leader in integrating sustainability principles** (2026–2030):

(i) Entities aim to meet all the requirements of the scorecard by 2030 or earlier;

(ii) A system-wide sustainability report, based on the scorecard and the list of outcome indicators, is produced annually.

Given the need for urgent sustainability action and leadership from the United Nations, every effort will be made to further accelerate the proposed implementation timeline.

Annex II: Analysis of existing governance models

This section describes and analyses the governance of five existing UN initiatives outside the EMG that relate to one or more aspects of sustainability:

- UN-SWAP on Gender Equality and Women's Empowerment (UN-SWAP)
- UN Disability Integration Strategy (DIS)
- UN Plan of Action on Disaster Risk Reduction for Resilience (PA-DRR)
- UN-Water
- UN Global Compact (UNGC)

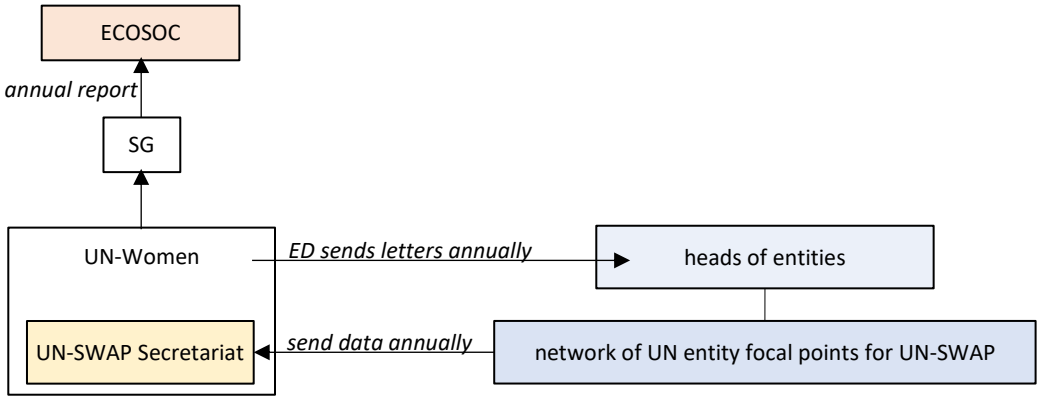
UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP)

What: A system-wide action plan for the mainstreaming of gender equality and empowerment of women in the United Nations system. The UN-SWAP consists of an accountability framework which defines commonly agreed standards and coordinated approaches for each entity in the UN system.

Legal basis: In 1997, the UN Economic and Social Council (ECOSOC) agreed on a gender mainstreaming strategy for the UN system; in 2006, the CEB endorsed a system-wide policy on gender-equality and the empowerment of women; in 2012, the CEB endorsed a system-wide action plan (UN-SWAP), while an updated UN-SWAP and an equivalent framework at the country team level (UNCT-SWAP) were launched in 2018.

Governance structure: A network of technical focal points on gender equality in UN entities and Country Teams track the progress of their entity (or country team) on the implementation of the UN-SWAP (or UNCT-SWAP) and reports data to the UN-SWAP Secretariat, which is hosted by UN-Women. Given that one of the mandates of UN-Women is to lead, coordinate, and promote the accountability the UN system's work on gender equality and the empowerment of women, UN-Women is the obvious host of the UN-SWAP secretariat. The Executive Director of UN-Women sends a formal letter to each Principal to provide an analysis of their entity's performance, acknowledging success and encouraging them to improve weak areas of performance. The UN-SWAP Secretariat provides a systemwide assessment of progress and data analysis that feeds into the Secretary-General's annual report on gender mainstreaming to ECOSOC.

Governance structure for the implementation of the UN-SWAP on gender equality and empowerment of women



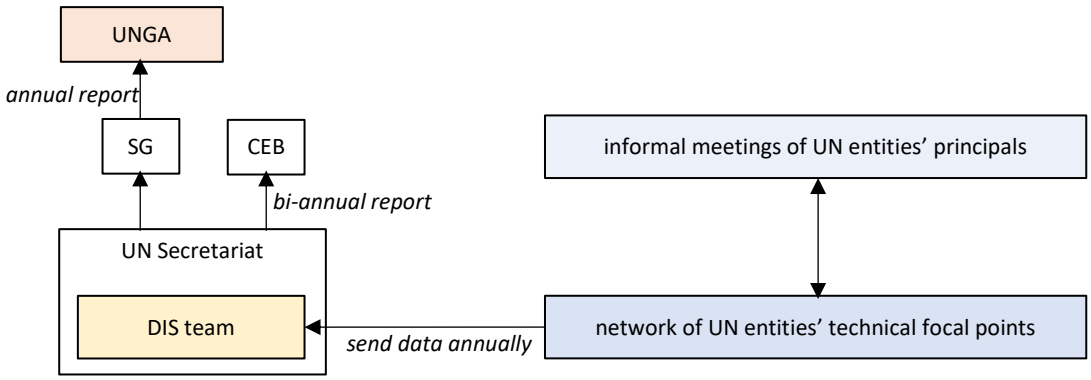
Disability Integration Strategy (DIS)

What: A policy and an accountability framework with benchmarks to assess progress and accelerate change on disability inclusion in all pillars of the UN system.

Legal basis: In 2018, the Executive Committee asked the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities and the Department for General Assembly and Conference Management to develop a policy, action plan, and accountability framework to mainstream the rights of persons with disabilities across the UN. In 2019, the High-Level Committee on Management (HLCM) endorsed a system-wide Disability Integration Strategy (DIS).

Governance structure: A network of focal points at technical level tracks the progress of UN entities and Country Teams on the implementation of the DIS and reports data to the DIS team in EOSG annually. The DIS team collects the data and feeds these into the Secretary-General's annual report. UN entity principals meet twice per year to discuss the integration of disability in the UN. While these meetings are informal – no formal decisions are taken –they are instrumental to facilitate the work of the technical focal points.

Governance structure for the implementation of Disability Integration Strategy



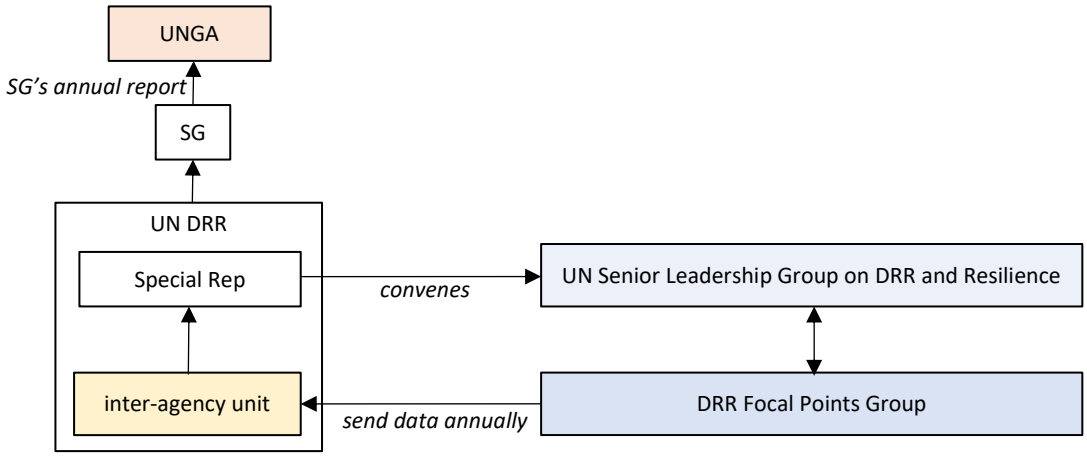
UN Plan of Action on Disaster Risk Reduction for Resilience (PA-DRR)

Purpose: A system-wide plan of action to strengthen coherence across the UN system in support of the Sendai Framework for Disaster Risk Reduction 2015-2030, which was adopted by member states in Sendai in 2015.

Legal basis: In 2016, the CEB adopted a revised UN Plan of Action on Disaster Risk Reduction for Resilience. It was welcomed by UNGA in resolution 71/226. It builds on the previous Plan of Action adopted in 2013.

Governance structure: The oversight of the UN Plan of Action lies with the UN Senior Leadership Group on DRR for Resilience (SLG), convened by the Special Representative of the Secretary-General for Disaster Risk Reduction, who is also the head of UNDRR. Technical DRR Focal Points send data on their entities' progress to UNDRR. This feeds into the Secretary-General's Report on the *Implementation of the Sendai Framework for Disaster Risk Reduction*, as well as other reports, such as the reporting on the Quadrennial Comprehensive Policy Review (QCPR). Given that one of the mandates of UNDRR is to lead and coordinate the UN system's work on disaster risk reduction, UNDRR is the obvious host of the PA-DRR secretariat.

Governance structure for the implementation of UN Plan of Action on Disaster Risk Reduction for Resilience



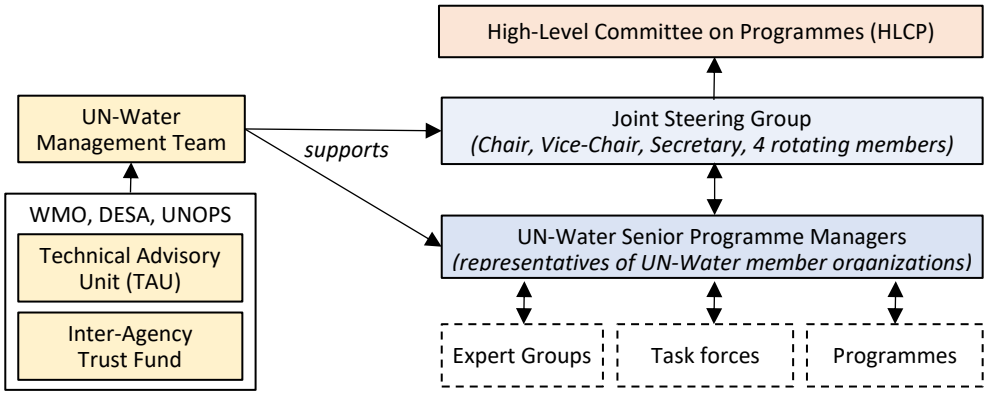
UN-WATER

What: An interagency mechanism to coordinate efforts of UN entities and other international organizations working on water and sanitation. UN-Water coordinates the monitoring of SDG 6.

Legal basis: UN-Water was established by the High-Level Committee on Programmes (HLCP) and endorsed by the CEB in 2003.

Governance structure: UN entities with a water-related mandate are members of UN-Water and are represented by Senior Programme Managers, who provide the overall governance and strategic direction to UN-Water. The Joint Steering Group, which is composed of sub-group of Senior Programme Managers as well as a chair and co-chair, meet on a more frequent basis. Different topic-specific expert groups and task forces report to the Senior Programme Managers. The governance of UN-Water is supported by a Management Team, Technical Advisory Unit (TAU), and inter-agency. The TAU is physically hosted by WMO and DESA but administered by UNOPS. Some programmes of UN-Water have their own dedicated secretariat.

Governance structure of UN-Water



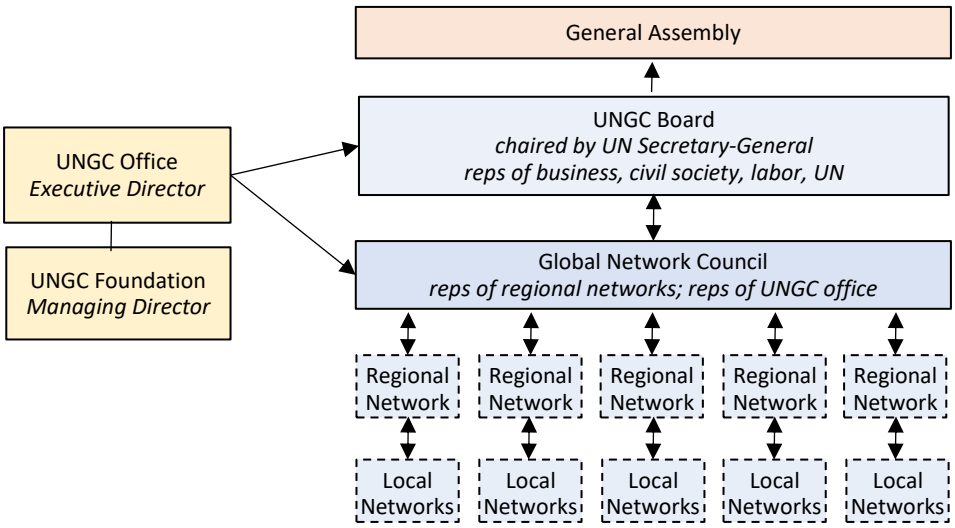
UN Global Compact (UNGC)

What: The United Nations Global Compact (UNGC) is a non-binding United Nations pact to encourage businesses and firms worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

Legal basis: The idea of a compact between the UN and the private sector was announced by the Secretary-General in 1999. The idea was endorsed by UNGA in resolution A/RES/55/215. The UN Global Compact was launched in 2000 and its mandate was renewed by the UNGA in 2018 through resolution A/RES/73/254.

Governance structure: Private sector organizations that sign up to the Global Compact become members of a Local Network (i.e., a national network), which is their main platform for discussion and collaboration. The Local Networks are represented through Regional Networks (there are 5 Regional Networks) in the Global Network Council. The Global Network Council provides inputs and recommendations to the UNGC Office and the UNGC Board. The UNGC Board is chaired by the UN Secretary-General and consists of representatives of the private sector that are delegated by the Regional Networks, as well as representatives of civil society organizations, labour organizations, and UN entities. The UN Secretary-General reports to UNGA. The whole structure is supported by the UNGC Office, which was created for this purpose and is funded by means of membership fees.

Governance structure of the United Nations Global Compact



Analysis

Core elements of the structure. The governance structure of all five selected processes comprises, as a minimum, the following three elements:

- a network of representatives of member organizations that have agreed to implement the strategy and/or commitments;
- a body to which the network reports progress in implementing the strategy and/or commitments;
- a secretariat with sufficient staff and funding to support the network and the reporting.

Membership. All organizations that signed up to the strategy and/or the commitments are represented on the network as 'members'. In the case of UN-SWAP, DIS, PA-DRR, and UN-WATER,

the members of the network are UN entities. In the case of UNGC, the members of the network are private sector organizations.

Network configuration. The network of members can be:

- simple: the network is single-layered, flat, and consists of one representative per member organization (e.g., UN-SWAP);
- multi-layered: the network is composed of different levels with different roles and responsibilities; each level of the network may include representatives of each member organization (e.g., DIS, PA-DRR) or not (e.g., UN-WATER);
- clustered: the network is clustered in multiple sub-networks;
- clustered and multi-layered (e.g., UNGC).

Host organization. In all cases, the network is supported by a Secretariat with salaried staff. The Secretariat is usually hosted by an existing UN entity (as is the case for UN-SWAP, DIS, PA-DRR, UN-WATER) or is constituted as a stand-alone organization (in the case of UNGC). UN-WOMEN and UNDRR are the obvious host organizations of the UN-SWAP Secretariat and the PA-DRR Secretariat, given that the UN-SWAP and PA-DRR fall within their respective mandates. EOSG and UNOPS are the host organizations of DIS and UN-WATER; they were selected for their capacity to coordinate inter-agency processes.

Mandate. The five inter-agency processes described above received their mandates from different decision-making bodies in the UN system: UNGA or a subsidiary body, the Executive Committee, the Secretary-General, or the CEB or a subsidiary body. Often, the mandate was formulated by one body and reinforced by another. For instance, the mandate for the development of DIS was given by the Executive Committee, but the DIS itself was endorsed by the High-Level Committee on Management (HLCM), a subsidiary body of the Chief Executives Board.

Reporting. Once the inter-agency process is created, it does not necessarily report back to the decision-making body that gave the mandate. In fact, all five processes described above report back to UNGA or a subsidiary body. For instance, DIS was created by mandate of the Executive Committee and HLCM, but reports progress to ECOSOC (annually) and CEB (bi-annually).

Summary

	UN-SWAP	**DIS**	**PA-DRR**	**UN-WATER**	**UNGC**
membership	UN entities	UN entities	UN entities	UN entities	private sector organizations
network configuration	1 level	2 levels	2 levels	2 levels (incl. Steering Group)	4 levels (incl. Board)
host of Secretariat	UN-Women	EOSG	UNDRR	UNOPS	new entity
mandate from	ECOSOC & CEB	ExCom & HLCM	CEB	HLCP	SG & UNGA
reporting to	ECOSOC	ECOSOC & CEB	UNGA	HLCP	UNGA

Annex III: Indicative composition of the network

The technical tier of the network would consist of representatives of:

- all UN entities that are member of the EMG (**Group A**);
- existing inter-agency processes that relate to one (or more) of the ten sustainability principles (**Group B**).

Group A: Secretariat of the Basel, Rotterdam and Stockholm Conventions (BRS); Secretariat of the Convention on Biological Diversity (CBD); Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); Secretariat of the Convention on Migratory Species (CMS); UN Department of Operational Support (DOS); Economic and Social Commission for Africa (ECA); United Nations Economic Commission for Europe (ECE); Economic and Social Commission for Latin America and the Caribbean (ECLAC); Economic and Social Commission for Asia and the Pacific (ESCAP); Economic and Social Commission for West Asia (ESCWA); Food and Agriculture Organisation (FAO); International Atomic Energy Agency (IAEA); International Civil Aviation Organisation (ICAO); International Fund for Agricultural Development (IFAD); International Labour Organisation (ILO); International Monetary Fund (IMF); International Maritime Organisation (IMO); International Organization for Migration (IOM); United Nations International Strategy for Disaster Reduction secretariat (UNISDR); International Trade Centre (ITC); International Telecommunications Union (ITU); Minamata Convention on Mercury; Office for the Coordination of Humanitarian Affairs (OCHA); Office of the High Commissioner for Human Rights (OHCHR); Ramsar Convention on Wetlands Secretariat (Ramsar); Secretariat of the UN Convention to Combat Desertification (UNCCD); United Nations Conference on Trade and Development (UNCTAD); United Nations Department of Economic and Social Affairs, Division for Sustainable Development (UNDESA/DSD); United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); United Nations Environment Programme – Ozone Secretariat; United Nations Educational Scientific and Cultural Organisation (UNESCO); Secretariat of the UN Framework Convention on Climate Change (UNFCCC); United Nations Population Fund (UNFPA); United Nations Human Settlements Programme (UN-HABITAT); United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); United Nations Industrial Development Organisation (UNIDO); United Nations Institute for Training and Research (UNITAR); United Nations Office for Outer Space Affairs (UNOOSA); United Nations Office for Project Services (UNOPS); United Nations University (UNU); United Nations Entity for Gender Equality and Empowerment of Women (UNWOMEN); Universal Postal Union (UPU); World Food Program (WFP); World Health Organisation (WHO); World Intellectual Property Organisation (WIPO); World Meteorological Organisation (WMO); The World Bank Group; World Trade Organisation (WTO); United Nations World Tourism Organisation (UNWTO); United Nations Office on Drugs and Crime (UNDOC)

Group B: Secretariat of the UN Disability Integration Strategy; Secretariat of the UN Youth Strategy; Secretariat of the SWAP on Indigenous Peoples; Secretariat of the Network on Migration; Secretariat of the SWAP on Gender Equality and Women's Empowerment; Secretariat of the UN Mental Health and Wellbeing Strategy; Chair/co-chair of the HR Network; Chair/co-chair of the IMG on Biodiversity; UNEP/SUN Facility; Secretariat of the UN Plan of Action on Disaster Risk Reduction for Resilience.