UNEP Environmental Management System (EMS)
Manual

SUN Facility

DTIE – Division of Technology, Industry and Economics

United Nations Environment Programme

Nairobi, Kenya

December 2014
## Acronyms

<table>
<thead>
<tr>
<th>AP</th>
<th>Action Plan</th>
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<tbody>
<tr>
<td>CEB</td>
<td>Chief Executive Board for Coordination</td>
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<tr>
<td>CERs</td>
<td>Certified Emission Reductions</td>
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<tr>
<td>CNF</td>
<td>Climate Neutral Fund</td>
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<tr>
<td>CNO</td>
<td>Climate Neutral Officer</td>
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<td>CNS</td>
<td>Climate Neutral Strategy</td>
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<td>ED</td>
<td>Executive Director</td>
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<td>EMG</td>
<td>Environment Management Group</td>
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<td>EMS</td>
<td>Environmental Management System</td>
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<td>GHG</td>
<td>Greenhouse gas</td>
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<td>HLCM</td>
<td>High-level Committee on Management</td>
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<td>IMG</td>
<td>Issue Management Group on Sustainability management in the UN</td>
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<td>IPCC</td>
<td>Intergovernmental Panel on Climate Change</td>
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<td>MTCN</td>
<td>Moving Towards Climate Neutrality</td>
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<tr>
<td>OAHs</td>
<td>Offices Away from Headquarters</td>
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<tr>
<td>OfO</td>
<td>Office for Operations and Corporate Services</td>
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<td>OIOS</td>
<td>Office of Internal Oversight Services</td>
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<tr>
<td>QCPR</td>
<td>Quadrennial Comprehensive Policy Review</td>
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<td>SBS</td>
<td>Step by Step</td>
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<td>SFPs</td>
<td>Sustainability Focal Point</td>
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<td>SMS</td>
<td>Sustainability Management System</td>
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<td>SMT</td>
<td>Senior Management Team</td>
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<td>SUN</td>
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Executive Summary

Since 2008, UNEP has been climate neutral by annually offsetting its emissions. UNEP’s Climate Neutral Strategy defines the organization’s efforts and goals in terms of environmental management, which are: i) emissions reduction and offsetting; ii) awareness raising among staff; iii) information sharing with other UN organizations; as well as iv) continuous improvement of its sustainability performance by developing an Environmental Management System (EMS). While the major thrust of UNEP’s efforts have thus far been on the accurate measurement of its GHG inventory, its reduction and offsetting; a recent directive by the CEB and HLCM after the Rio+ 20 earth summit emphasizes a broader approach to environmental sustainability, namely the inclusion of other environmental aspects such as waste, water and energy management, as well as staff sensitization. These new scope is covered by the UNEP EMS and a global arena for action in UNEP OAHs sought.

An EMS is a comprehensive, systematic, planned and documented set of processes that provides an organization with information on its environmental performance. This tool enables organizations to reduce their environmental impact and increase their operating efficiency.\(^1\)

The EMS developed for UNEP is made of 5 phases:

1. Commitment and Policy
2. Planning
3. Implementation
4. Evaluation and Reporting
5. Review

Commitment is key to the EMS establishment and success. Therefore, an Environmental Policy Statement expressing Senior Management commitment to achieving EMS goals and continuously improving UNEP environmental performance has been formulated. Senior Management will be fully involved in EMS validation and review process. UNEP EMS goals can be summarized as follows:

1. Further pursuing UNEP Climate Neutrality by reducing UNEP’s emissions and procuring offsets;
2. Reducing fresh water use and waste generation, as well as improving its energy efficiency;
3. Raising staff awareness through trainings and sensitization initiatives;
4. Achieving continual improvement of UNEP sustainability performance;
5. Monitoring, managing and reporting on UNEP climate and sustainability performance;

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\(^1\) http://www.epa.gov/ems/
6. ‘Leading by example’ and sharing experiences and information with other organizations for an overall improvement of the UN environmental performance.

In a view to providing guidance on the implementation of an Environmental Management System for UNEP, the present manual defines UNEP structure and organigram, sets out the procedures to follow, the ascription of duties and responsibilities, the action plan to execute as well as the time frame for activities implementation, review and outputs delivery.

Once approved, this EMS will be in force for a period of 4 years, after which it will be fully reviewed. A mid-term review after 2 years will allow for the tweaking of the associated Action Plan, if so needed, based on the feedback loop provided by this review.

In many UNEP offices, implementation of these initiatives will have to involve close cooperation with facilities management groups, many of whom are autonomous and belong to different organizations/entities.
Environmental Policy Statement

The United Nations Environment Programme (UNEP) is the United Nations system’s designated entity for addressing environmental issues at the global and regional level. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. In light of our mandate and the continuous endeavour to practice what we preach, UNEP will strengthen its efforts towards environmental sustainability by implementing an Environmental Management System for its operations globally.

Our aim is to minimize the impacts of our operations and buildings on the environment, reduce our use of natural resources and continue to remain climate neutral in the future.

UNEP commits to the ideals and practices of environmental sustainability by monitoring, reporting and continually improving its environmental footprint.

To ensure a successful implementation of this policy, UNEP will continuously promote staff awareness, as we strongly believe that the engagement of every staff member is key for sustainable and responsible resource use. UNEP will also ensure that all possible efforts are made for a fruitful collaboration with its facilities manager. Drawing from the positive experience gained so far in its intra-agency collaboration, UNEP is willing to share this experience with all UN system agencies interested in improving their environmental performance with an aim of contributing to the building of a sustainable UN.

I, together with my senior management team, are committed to supporting an ever improving internal environmental sustainability agenda.

Date
Signature

Achim Steiner
Executive Director
United Nations Environment Programme (UNEP)
Notes to the Environmental Policy Statement

Currently, the above Environmental Policy Statement is a directive for achieving the following agenda:

1. Further pursuing its Climate Neutrality by reducing UNEP’s Greenhouse gases emissions from its operations; and by procuring offsets to compensate for the remaining emissions;

2. Reducing UNEP GHG emissions and supporting the UN IPCC target to reduce greenhouse gas emissions by 50-85% by 2050 compared to 1990;

3. Reducing fresh water use by promoting staff awareness activities as well as liaising with facilities managers to improve water efficiency of its premises;

4. Reducing waste generation by improving its management and creating staff awareness;

5. Improving its energy efficiency by increasing its share of renewable source, employing demand side measures and creating staff awareness;

6. Awareness raising and training of staff members on environmental sustainability, especially as regards the organization’s functions and operations;

7. Achieving continual improvement in UNEP sustainability performance via the establishment of its own Environmental Management System (EMS);

8. Monitoring, managing and reporting on UNEP climate and sustainability performance on an annual basis;

9. ‘Leading by example’ and providing a basis for raising awareness at UNEP, UN and worldwide level;

10. Sharing methods, procedures, and approaches that can be emulated other organizations within and outside the UN to reduce their own environmental and climate footprints.
1 Introduction

Since 2007, the Secretary General committed to move the UN system towards *Climate Neutrality*. Climate neutrality means producing no net greenhouse gas (GHG) emissions. For an organization such as the UN, this can be achieved by reducing its agency’s GHG emissions as much as possible and using carbon offsets to neutralize the remaining emissions.

The UN system has developed policies and strategies that demonstrate its commitment to environmental sustainability, promoting elements of environmental management and trying to implement sustainable best practices ranging from energy efficient facilities to green meetings and sustainable procurement\(^2\). While the UN calls for a UN-wide initiative towards sustainability, an agency-based approach has been adopted for the implementation of sustainability and environmental measures, such as an Environmental Management System (EMS). This approach is considered more suitable to wide and dispersed organizations like the UN, which face different environmental issues depending on their facilities’ location. This also allows for tailor-made strategies that can achieve more successful results. To assure a unified thrust towards sustainability, the UN has set up UN-wide coordination bodies, such as the Environment Management Group, in charge of coordinating and taking the lead on environmental issues. Since 2007, UNEP as the lead agency supporting the climate-neutral UN project of the EMG, has provided technical advisory services to respond to the needs of UN agencies, funds and programs to become climate-friendly and eventually climate-neutral.

The United Nations Environment Programme (UNEP) warmly welcomed the Secretary General’s ‘Moving Towards Climate Neutrality UN’ (2007) initiative and took the lead in becoming climate neutral as of 1 January 2008. Since UNEP Executive Director’s commitment in October 2007, several actions have been undertaken to improve and monitor UNEP’s environmental performance. In response to the EMG call for devising and implementing an EMS at agency level, and in line with what was foreseen in UNEP’s Climate Neutral strategy, UNEP decided to start developing its own EMS.

The present manual is set as a UNEP-wide Environmental Management System (EMS) to be adapted to each UNEP office around the world for specific local activities/features. This allows the implementation of a fully comprehensive and tailor-made EMS for each office while assuring consistency in the overall EMS approach among the different duty stations.

The UN Secretariat encourages the sharing of case studies, operational documents and guidelines not only within the same agency, but also at UN-wide level. In line with this and its Climate Neutral Strategy (2010), UNEP welcomes the possibility of sharing the tools developed and its experience with other UN agencies embarking in the development of an EMS.

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2 Environmental Management Systems: General overview

2.1 EMS Definition

An Environmental Management System is a comprehensive, systematic, planned and documented set of processes that provides an organization with information on and ability to manage environmental performance. This tool enables organizations to reduce their environmental impact and increase their operating efficiency. The system takes into account all sectors of an organization (human resources, management, decision making, reporting and the estimation of the financial resources required) and foresees adequate actions to improve their specific environmental performance and contribution via an Action Plan. Environmental management creates synergies between enterprise management and environmental protection. It also enables ‘public institutions to mainstream environmental and sustainability goals into their service delivery processes’ by encompassing ‘aspects of strategy, policy, procedures and activity that form an organization’s response to environmental issues’. Furthermore, it ‘describes the methods that enable organizations to assess their operations, identify and manage risks, and commit to continuous improvements in both the practices adopted and the results achieved’.

2.2 EMS framework

The development of EMS frameworks dates back to 1992 and since then it has registered a growing dissemination. The ISO14001 certification has currently been obtained by more than 285,000 organizations in 167 countries, both in the private and public sector. Several international organizations, such as some European Union institutions, the Asian Development Bank, and within the UN System, the UNU and the publishing services of the UN Secretariat (ISO14001 certification already obtained) have adopted EMSs to improve their environmental management. Many others are in the process of developing their own EMS.

The two main EMS frameworks are the ISO14001 and EMAS certification. The former reached a wider distribution worldwide, based on a voluntary certification system, and the latter can only be obtained by European enterprises/institutions and is endowed with some more stringent requirements, such as public reporting of results and more rigorous criteria for performance improvement over time.

Enterprises and Organizations can decide to follow the guidelines provided by these standards and implement their own EMS without formally applying for the ISO/EMAS certification.

The Key principle of EMS is the commitment to continuous improvement of the environmental performance of the organization. The implementation scheme usually follows the PLAN-DO-CHECK-ACT cycle (Figure 1), which allows the continuous monitoring of the environmental performance and enables organizations to address the issues faced and adopt corrective actions. The CHECK phase, also named as

3 http://www.epa.gov/ems/
6 http://www.epa.gov/ems/
7 http://www.epa.gov/ems/
the Evaluation phase, is very important. Detailed information on each EMS phase is provided in section 2.3 below.

![Plan-DO-CHECK-ACT cycle for Environmental Management](image)

The scope of the present document is to provide concrete guidelines for the implementation of UNEP’s EMS. Therefore, for any further general information on EMS systems within the UN system the following documents should be consulted:

a) **Briefing paper: The Business Case for Environmental Management Systems in the United Nations**
   http://www.greeningtheblue.org/sites/default/files/Briefing%20paper%20EMS%20in%20the%20UN%20system%2023%20feb_0.doc

b) **Guidance Note: Towards a common approach to sustainability management in the UN system**

For general information on ISO certification, please visit the website and available manuals at http://www.iso.org/iso/iso14000

2.3 **An Environmental Management System for UNEP: scope and selected approach**

UNEP aims to implement an Environmental Management System in all its offices around the world. The overall EMS implementation guidelines and policy apply to all UNEP offices in order to ensure consistency
in the actions undertaken at UNEP level. For specific activities, some flexibility and tailor-made action plans are however foreseen. This enables specific action plans to be developed in each local addressing sustainability in a relevant manner. The office locations included as part of the EMS (>10 staff) are:

- UNEP Headquarters in Nairobi (Building with green features, built in 2009/2010)
- UNEP office in Geneva (Building with green features, built in the 80’s with an aim to achieve a high energy performance. Renovation works have been regularly carried out)
- UNEP office in Bangkok (details to be provided by SFPs)
- UNEP office in Panama city (details to be provided by SFPs)
- UNEP office in Osaka (details to be provided by SFPs)
- UNEP office in Manama (details to be provided by SFPs)
- UNEP office in Paris (details to be provided by SFPs)
- UNEP office in Washington DC (details to be provided by SFPs, LEED Gold certified building)
- UNEP office in Athens (details to be provided by SFPs)
- UNEP office in Kingston (details to be provided by SFPs)
- UNEP office in New York (details to be provided by SFPs)

In line with ISO 14001 standard, the EMS devised for UNEP includes five (5) phases, namely:

1. **Commitment and Policy**
2. **Planning**
3. **Implementation**
4. **Evaluation and Reporting**
5. **Review**

Each phase is defined and described in sections 2.3.1 - 2.3.5 below and background information on the initiatives already carried out is provided. This document serves the purpose of establishing an EMS by defining UNEP’s current situation in terms of environmental monitoring and sustainability activities put in place, as well as by identifying the activities to be carried out in the next 4-year period (2015-2018). The activities proposed result from a joint collaboration of UNEP SUN facility/Climate Neutral Officer, UNEP high-level management as well as local facilities management. The planned activities include, where possible, the Peer review recommendations formulated in the course of 2014.

These four (4) environmental aspects were identified by the UN HLCM as core of the EMS in the UN:

1. **Greenhouse gases emissions (including energy use&efficiency)** (tons CO₂ eq./year and /staff member): 2012 UNEP reported emissions are equal to 9,877 tCO₂ eq, of which 90 % come from air travel. Therefore, this is considered as a priority area for intervention. It must be reported that

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8 Especially for water, waste and energy management initiatives within each compound/office.
9 The Multilateral Fund Secretariat office in Montreal voluntarily decided not to be part of this exercise for the time being.
substantial improvements (about 3% per year) have been achieved since 2009. UNEP will also tackle energy efficiency improvements in its buildings in a view to reducing its emissions.

![Figure 2 UNEP Global GHG emissions by source in 2012](image)

2. Fresh water use (indication of source and amount in m$^3$/year and /staff member): The HCLM identified water use as a default EMS environmental aspect for UN organizations. This aspect will be generally included in the EMS of each UNEP office, though for some it would be more relevant than for others. This is the case of UNEP headquarters in Nairobi, where water is considered as a scarce and precious resource. Geneva’s office, instead, might have other priorities to include in its action plan. It is however widely acknowledged that water savings are crucial at worldwide level, and UNEP is committed to water management improvement in all its offices.

3. Waste generation and management (tons and type of waste generated/year and /staff member, and waste disposal methods used): As for water, the HCLM identified waste reduction and management as a default EMS environmental aspect for all UN organizations. UNEP Headquarters in Nairobi are based in a shared compound with other UN agencies. The indicative number of staff from all agencies is 3,500. In 2014, the non-hazardous waste generated was equal to about 324.87 tonnes. Therefore, waste is considered as a key environmental aspect to be tackled to prevent and reduce its impacts on the environment.

4. Staff awareness: awareness raising and training of staff members on environmental sustainability related to the organization’s functions and operations. The success of an EMS rests on the active participation and awareness of its staff. Staff awareness is key to reducing waste generation and water use and improve office energy efficiency.
UNEP has full control over the reduction of its air travel emissions by revising its travel policy, but its control over the improvement of energy efficiency of its buildings (i.e. buildings emission reduction) is somewhat limited. Initiatives such as the installation of renewable energy plants require the acceptance and collaboration of local facilities management. The same applies for building features and waste & water management improvement.

Therefore, it must be noted that UNEP does not generally have full control over office management. In order to overcome this limit, close collaboration with the organizations in charge of UNEP facilities management is envisaged and strongly recommended to ensure successful implementation of the EMS. UNEP promotion of staff awareness is only partially linked to facilities management. Some key activities, such as the development of tutorials and trainings, can be carried out independently by UNEP. On the other hand, where awareness is linked to waste reduction some close collaboration with local facilities management is required. Failure to implement joint actions with UNEP facilities management, might partially affect the achievements of the EMS.

This EMS manual will be used as a guideline to measure future improvements during and upon conclusion of each EMS cycle (4 years).

An EMS development and implementation timetable is provided as Annex 2. This tool shows the expected time schedule for the activities planned (milestones) in the EMS framework. It also provides an overview of the EMS development and implementation cycle.

### 2.3.1 Phase 1: Commitment and Policy

Commitment and Policy is key to developing an EMS. This phase requires that ‘Top management commits to environmental improvement and establishes an organization-wide environmental policy’\(^\text{10}\).

Since 2007, UNEP has demonstrated its commitment to improve its environmental performance and has become Climate Neutral since 1 January 2008. The development of an EMS requires the clear definition of policies and formal commitment to be used as guidelines for action. This section reviews the most relevant commitment actions - both at UN and UNEP level - that serve as policy framework for establishing an EMS. A description of each document is provided as well as the link to their full report.

#### UN-wide Commitment initiatives:

- **a)** The 2007 Secretary-General’s initiative ‘Greening the UN’\(^\text{11}\) calls the UN system to move towards a greener and more sustainable UN. This initiative aims at minimizing the United Nation system’s ecological footprint and ultimately to make the United Nations a climate-neutral organization. The Secretary General asked the heads of all UN agencies, funds and programs to support this initiative as a common cause.

- **b)** The Chief Executive Board’s decision (October 2007) to move the UN system towards climate neutrality. In response to the call from the Secretary General, the Heads of the United Nations agencies, funds and programs committed to moving their respective organizations towards

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\(^{10}\) Guidance note, Towards a Common Approach to Sustainability Management in The UN System, SUN

climate neutrality to record, reduce and offset their headquarters, facility operations centers and travel emissions.\textsuperscript{12}

c) Proceedings of the Environment Management Group (EMG) annual meeting in 2007. The EMG defined a UN Climate neutral strategy, included as Annex 2 to the meeting report, and stressed the need for the UN to include sustainable development considerations in UN management, i.e. exploring the possibilities for sustainable procurement.\textsuperscript{13}

d) The ‘Strategic plan for environmental sustainability management in the UN system’ presented by the EMG in 2011. This Strategic plan provided the rationale for and a step-by-step approach to the implementation of a Sustainability Management System (SMS) in the United Nations System. The plan was requested by the Senior Officials Meeting of the UN Environmental Management Group at their 16\textsuperscript{th} meeting in September 2010. The Issue Management Group on Sustainability management in the UN (IMG), supported by the Sustainable United Nations facility (SUN), has been in charge of its development. The plan suggests practical ways to integrate sustainability management into the internal operations of individual UN organizations. It highlights the importance of moving towards an integrated, permanent and coordinated approach based on a clear mandate from governing bodies. It also identifies areas where sustainability management directly contributes to the UN’s core mandates. It recognizes the internationally widespread use and adoption of SMSs, and identifies enabling conditions for successful implementation of a sustainability management approach to UN system-wide operations, namely: a formal mandate in each organization; a system based on a UN-wide common model; the establishment of common support functions for joint activities, including funding; individual organizations funding to be allocated for SMS implementation.\textsuperscript{14}

e) The 2012 Rio +20 conference statement ‘The future we want’ expressed its call to the UN system to include sustainable development in facilities and operations (restated also within the Quadrennial Comprehensive Policy Review - QCPR). Paragraph 96. states “We call on the UN system to improve the management of facilities and operations, by taking into account sustainable development practices, building on existing efforts and promoting cost effectiveness, and in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States”.\textsuperscript{15}

f) The 2013 HCLM and CEB Directive to work on environmental aspects above and beyond carbon management. The HCLM expressed its commitment to ‘the development and implementation of environmental sustainability management systems in each organization, through a gradual, voluntary and flexible process as described in the ‘Strategic plan for environmental sustainability management in the UN system’, focusing on low-investment and high-return initiatives, and through mainstreaming of EMS in the programming and planning processes and increased coordination on this subject among the relevant HCLM networks’. As part of the conclusions,
UNEP was invited to continue ‘its work of coordination, technical support and reporting, noting the system-wide benefits of efficiencies, knowledge and experience sharing, and mutual support, and to report to the HLCM on collective achievements and forward planning on behalf of the EMG’.16

Commitment initiatives at UNEP level:

   g) UNEP’s *Governing Council’s decision 18/10 of 25 May 1995*, which calls for “strategies for the promotion of best practice in environmental housekeeping for use by the United Nations Environment Programme at its headquarters and in its regional offices, and to advise and encourage the rest of the United Nations system to develop and apply similar strategies for continually improving their own environmental performance”17.

   h) Approval of *UNEP Climate Neutral Strategy (CNS)* by the Executive Director and Senior Management team (SMT) in 2010; among the activities planned within the CNS, the development of an EMS for UNEP was included. This strategy sets out specific objectives, actions, responsibilities and deadlines to ensure that UNEP meets its climate neutral commitment. The CNS is further detailed in section 2.3.2.1 below.18

   i) The *2014 Peer Review of corporate environmental management in UNEP*. UNEP accepted to be part of the pilot phase of this initiative promoted by the Environment Management Group (EMG). Several agencies joined this exercise and the Peer Review team for UNEP offices was composed of representatives from UN Habitat, UNIDO and WFP. The review covered four main areas of UNEP environmental management, namely: i) Buildings/Facilities and GHG management; ii) Air Travel and GHG management; iii) Waste Management; iv) Water Management19.

In light of the above, UNEP policy framework can be considered sufficiently developed and mature for the establishment of its own EMS. The policy path undertaken so far shows that UNEP has already made substantial steps towards environmental sustainability, but a general framework guiding the EMS PLAN-DO-CHECK-ACT action cycle is still needed to increase consistency and direct action. This document is intended to fill this gap.

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**Commitment and policy phase: Responsibilities and management process and procedures**

1. During the EMS cycle, a record of UN and UNEP policies and commitment is kept and updated by the CNO.

2. Upon conclusion of the EMS cycle, the policies record is included as annex to the revised EMS (see phase 5 below).

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17 [http://www.unep.org/sgb/prev_docs/95_GC18_report.pdf](http://www.unep.org/sgb/prev_docs/95_GC18_report.pdf)


19 For further information on the peer review please contact UNEP CNO.
2.3.2  Phase 2: Planning

Once the policy foundation is laid, the planning phase follows. During this phase, ‘the organisation first identifies environmental aspects of its operations, then determines which aspects are significant by choosing criteria considered most important to the organization. Once significant environmental aspects are determined, objectives and targets are set. The final part of the planning stage is devising an action plan for meeting the targets. This includes designating responsibilities, setting a schedule, and outlining clearly defined steps to meet targets’\(^{20}\).

2.3.2.1  **UNEP Climate Neutral Strategy (CNS)**

UNEP’s starting point for the establishment of an EMS is relatively advanced, as a **UNEP Climate Neutral Strategy (CNS)** was already devised and approved in 2010. This strategy sets out specific objectives, actions, responsibilities and deadlines to ensure that UNEP meets its climate neutral commitment. The CNS has also already identified the environmental aspects on which UNEP should focus. Some of the actions foreseen in the CNS could not be implemented or were implemented at a later stage of the specified timeframe. Some others have been successfully implemented. Therefore, a **Review of 2010 Climate Neutral Strategy** was needed and has been included as Annex 3 to this document. The review provides an overview and background information on the framework and challenges experienced during the CNS implementation that serve as a foundation for the establishment of the UNEP EMS.

The key information included in the CNS is\(^{21}\):

- The strategy is in line with UNEP’s mission to provide environmental leadership and encourages partnership in caring for the environment by inspiring, informing and enabling staff;
- UNEP’s Climate Neutral Strategy sets out the following objectives:
  1. Achieving UNEP’s climate neutrality by reducing its greenhouse gas emissions as far as possible through adoption of sustainable management practices, and by procuring offsets to compensate for the remaining emissions.
  2. Reducing UNEP GHG emissions by 3% year on year during 2010, 2011 and 2012, compared to 2009. Support the UN IPCC target to reduce greenhouse gas emissions by 50-85% by 2050 compared to 1990.
  3. Aiming for continuous improvement in UNEP’s sustainability performance and developing an environmental management system to support this. UNEP might then pursue ISO 14001 certification (or similar certification, such as Leeds for its buildings).
  4. Monitoring, managing and reporting of UNEP’s climate and sustainability performance on an annual basis.
  5. ‘Leading by example’ and providing a basis for raising sustainability awareness at UNEP and UN level.

\(^{20}\) See note No.7  
6. Sharing methods, procedures, and approaches that can be used by other organizations within and outside the UN to reduce their own environmental and climate footprints.

CNS goals have been updated and included as UNEP’s EMS objectives.

➢ The CNS focuses on five (5) main areas for direct and indirect emission reduction efforts:
  1. AIR TRAVEL (Travel of staff and participants supported by UNEP);
  2. FACILITIES AND OFFICE OPERATIONS;
  3. STAFF ENGAGEMENT (communication, awareness, and incentives for and recognition of sustainable behavior);
  4. PROCUREMENT OF PRODUCTS AND SERVICES;
  5. ENVIRONMENTAL AND SOCIAL SAFEGUARDS FOR PROJECTS.

➢ At UN level, four (4) core environmental aspects are set as compulsory for all UN organizations to manage. These four aspects have also been taken as reference for the UNEP Environmental Management System and were already included in the CNS in 2010. They are linked to the following indicators/measures as shown:

   1. Greenhouse gases emissions (tons CO2 eq./year and /staff member)
   2. Fresh water use (indication of source and amount in m3/year and /staff member)
   3. Waste generation and management (tons and type of waste generated/year and /staff member, and waste disposal methods used)
   4. Staff awareness: awareness raising or training of staff members on environmental sustainability related to the organization’s functions and operations.

These aspects are “those elements of an organization’s activities, products, services or physical resources which may have potentially beneficial or harmful effects on the environment”22.

➢ The Climate Neutral strategy adopted by UNEP confirms the need for measures to be:

   1. Systematically documented to ensure procedures and achievements can be replicated;
   2. Based on credible assessments, audits, and inventories that follow international standards (such as ISO);
   3. of highest quality that will withstand scientific and technical scrutiny as well as media attention;
   4. Sensible and practical.

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2.3.2.2  **EMS Action Plan (AP)**

The UNEP CNS document sets the framework and guidelines for devising an **EMS Action Plan (AP)** (Annex 1). The AP details all activities and actions to be carried out over the EMS implementation cycle, and reviews the actions proposed within the CNS.

The AP is a “living” document that will require regular updates in order to include corrective actions needed to achieve the EMS goals. The AP will have a mid-term update on a two-year basis (over the four-year EMS period) that will reflect the progress made, the failure in achieving some of the goals set and the reasons for this. In such cases, an explanatory note shall be provided within the action plan to ensure that each updated version of the AP will track progresses made and difficulties faced and will become a detailed guideline for the evolution of the EMS actions within the organization. This tool will thus enable continuity in actions and a full understanding of the choices made along the EMS development/implementation path by all staff in charge of EMS, at any stage. These notes will be key for EMS Evaluation and Review (phase 4 and 5).

The estimated budget for each action is included as part of the AP, and will be formally approved by UNEP’s Office for Operations and Corporate Services (OfO) and Executive Director (ED) on a case by case basis. Thus, the Planning phase also identifies the resources, roles, responsibilities and decision-makers. The information on the organizational process is partially included in the AP as well as being fully detailed in section 2.3.3.1 below.

The AP includes the 4 of the 5 main components for the efforts identified in the CNS:

1. **AIR TRAVEL** (Travel of staff and others supported by UNEP);
2. **FACILITIES AND OFFICE OPERATIONS**;
3. **STAFF ENGAGEMENT** (communication, awareness, and incentives for and recognition of sustainable behavior);
4. **PROCUREMENT OF PRODUCTS AND SERVICES**;

In addition to the four components above, a fifth component is also included:

5. EMS/CNS staff resources

The inclusion of a Staff component is very important to ensure that the lessons learned are put into practice, as regards the development of sustainability initiatives within the organization. No initiative should be launched without ensuring adequate resources for staffing from the outset, as this directly affects the quality and results of activities.

The CNS also included the “Environmental and social safeguards for projects” component. This component is not part of the EMS as already covered by another UNEP initiative led by UNEP Office for Operations (OfO) division.

Each component is comprised of activities listed in the AP and devised to reach the EMS goals. The activities are therefore the main elements to be scrutinized when reviews are carried out.

**Component no. 1: AIR TRAVEL**

The air travel component covers all activities/policies implemented regarding air travel and associated emissions. In 2008, UNEP’s emissions from air travel were 10,130 tCO2eq and accounted for about 86%
of UNEP climate footprint. Therefore, this emission source was identified as a priority for the UNEP CNS. As a result of UNEP voluntary air travel policies and the implementation of a carbon levy per ton of CO2 eq. emitted, air travel emission within UNEP decreased by 3% per year. In 2012, UNEP’s travel emissions fell to 8,790 tCO2eq. Air travel emissions are produced both by UNEP staff and participants to meetings sponsored by UNEP. UNEP aims at partially changing the modus operandi of its divisions, by promoting e-communication and e-collaboration as a substitute for some travel. Some hi-tech equipment should be provided to support and facilitate e-communication, contributing thus to air travel emissions reduction. UNEP is well aware that face-to-face meetings can’t be fully replaced by online meetings, but a study on this – sponsored by the SUN facility – was developed in 2012 showing that much can still be done to partially replace in person meetings with online ones, thus reducing UNEP’s carbon footprint, improving staff productivity and health, as well as contributing to substantial budget savings.

Since 2010, several concrete actions have been undertaken to actually reduce UNEP GHG emissions. The implementation of an emissions reduction strategy is based on an accurate baseline emission data collection. UNEP has therefore developed a GHG inventory, published on an annual basis, based on UNEP air travel and buildings emissions (AP Activity 1.1). The inventory captures data for all UNEP premises and is supported by specific software such as the ICAO travel calculator (to accurately estimate CO2 emissions produced by air travel), as well as tailor-made and shared IT tools to calculate emissions in the different premises. The emissions calculated include those produced for heating, lighting and overall electricity consumption, stationary combustion, refrigerants use for air conditioning equipment, steam, UNEP mobile vehicles used for official purposes, public transportation for official travel, and any other physical or chemical processes that are controlled by the organization. UNEP has also established the Sustainable UN (SUN) Facility, which - among others – coordinates and supports the inventory work in the different UN agencies and within UNEP offices (CNO).

The GHG inventory serves as reference for offsets purchase to affect Climate neutrality (AP Activity 1.2). Offsets are usually purchased annually and cover 100% of UNEP inventoried emissions. Only Certified Emission Reduction (CER) credits are purchased as offsets.

With an aim to emissions reduction, UNEP set the goal of air travel reduction at 3% per year during 2010, 2011, and 2012 and a 5% shift from business to economy flights compared to 2009. The air travel reduction goal has been met and a new goal for the upcoming years should be set. Concerning the shift from business to economy class, still much can be done (AP Activity 1.3). Therefore, the AP will focus on promoting business flights quota reduction by redefining travel rules/incentives to be applied to UNEP staff. High-level approval is required to achieve this objective and apply policies to reduce this change (AP Activity 1.3.1/1.3.6).

Component no. 2: FACILITIES AND OFFICE OPERATIONS

As part of UNEP’s CNS, UNEP decided to charge a carbon levy based on buildings emissions. UNEP is actively promoting sustainable practices for premises management, which mainly include energy, waste and water. Renewable energies use is increasing and UNEP foresees to expand its Nairobi’s compound solar panels plant in 2015. An inter-agency peer review on UNEP corporate environmental management has been recently carried out (2014) and its recommendations are being used as guidelines for the AP development and overall EMS.

As part of component 2, all activities related to the establishment of environmental indicators, implementation of in-house audits, the revision of service contracts according to environmentally friendly
practices, as well as the use of e-technology to reduce paper waste in administrative processes are included. In this regard, a paper smart policy has been devised and implemented for some UNEP operations as well as for green meetings over the last three years. However, there is still some further work to carry out on this issue, and activities to monitor paper waste production should be implemented. The action plan has duly considered this and the implementation phase will also include the preparation of a report on how to improve and fully implement UNEP’s paper policy (see section 2.3.3 below).

Component no. 3: STAFF ENGAGEMENT

A key element for successful Environmental Management Systems is staff commitment. Since 2009, some awareness initiatives, such as the development of an Environmental Sustainability Tutorial, set as mandatory for UNEP staff, and the dissemination of information on UNEP’s climate neutral and sustainability effort have been implemented. Nevertheless, staff awareness still needs to be strengthened especially on environment/office buildings efficiency. The AP summarizes the main activities to be carried out over the first EMS implementation cycle. These activities will be detailed in a specific report to be produced in the framework of the Implementation phase, presented in section 2.3.3 below.

Component no. 4: PROCUREMENT OF PRODUCTS AND SERVICES

A sustainable procurement component was included in the CNS document drafted in 2010. The CNS proposed to have sustainable products and services procured by UNEP, whenever possible. As regards to sustainable procurement, some work has been done in terms of training and manual development. However, the policy for UN Secretariat agencies and programs require that no green/sustainable procurement occur in the system unless it can be clearly shown to have a financial benefit to the procurer. Currently, this does not allow UNEP to fully focus on achieving actual sustainable procurement results. As a result, sustainable procurement is not treated as a priority in the framework of UNEP EMS.

Component no. 5: EMS/CNS STAFF RESOURCES

UNEP appointed a Climate Neutral Officer (CNO) to oversee and lead Environmental sustainability initiatives in UNEP Headquarters in Nairobi. The establishment of a Climate Neutral Fund (CNF), financed by a levy on air travel and buildings emissions (see Component no. 1 and no. 2 above), secured funds for the purchase of offset. However, an excess of funds is being used for the staff in charge of Climate Neutrality and operational costs. For emissions occurred from 2008 to 2012, USD 30 per ton of carbon equivalent emitted were charged by UNEP as internal carbon levy to its divisions, funds and programs. This figure was agreed considering that at the time the Climate Neutral Fund (CNF) was established the cost of CERs was about USD 20. Following the recent drop in the prices of carbon offsets to about USD 1 per CER, the levy charged has been reduced to USD 20 per ton of carbon equivalent emitted.

21 These include sharing data on environmental performance by email to UNEP staff and publishing information on sustainability activities both on greening the blue website and UNEP sustainability website.
The adjusted rate will be applied from 2013 emissions onwards, until new adjustments will be required. The CNF also supports greening activities in UNEP offices, such as the installation of new solar panels plants to increase the amount of green electricity produced. This financing mechanism is expected to continue over the coming years to ensure UNEP’s full commitment to sustainability and long-term approach.

Planning phase: Responsibilities and management process and procedures

EMS development phase:

1. CNO prepares the draft EMS having received feedback from the SUN coordinator and the EMS specialist.
2. The CNO posts the EMS document for a period of 1 month on the UNEP Intranet for staff comments, after which the CNO sends the EMS guideline document to the Chief of OfO for review and presents it to the SMT. Chief OfO approves the sustainability budget in consultation with the ED.
3. SMT approves the document and sends it to the ED for formal approval.
4. The ED formally approves and signs the EMS guideline document and the Environmental policy statement therein included. The implementation starts.
5. The CNO shares the EMS with all UNEP offices for their action (action is required for UNEP offices of at least 10 staff members).
6. Each sustainability focal point will come up with a proposal for the adoption of EMS measures in each UNEP office. The proposal is sent to the CNO for approval and feedback. The CNO will support and guide UNEP offices in this activity.

2.3.3 Phase 3: Implementation

“The action plan, once approved, identifies the activities to be implemented and sets out the necessary resources (human, financial, etc.) to be made available in order to achieve the expected results. Other steps in the implementation stage include documentation, following operating procedures, and setting up internal and external communication lines.”

The activities described under each AP component, should be detailed in ad hoc activity planning reports. A sound implementation of environmental sustainability measures, besides including greening activities, must also include training and awareness components for staff. This is reflected in some of UNEP’s activities carried out so far and in the ones planned for the upcoming EMS cycle.

24 Guidance note, Towards a Common Approach to Sustainability Management in The UN System, SUN.
The main reports/outputs considered as milestones for UNEP EMS implementation are (see the Action Plan and the EMS timetable of activities for detailed information):

- **Moving Towards Climate Neutrality (MTCN) annual report** *(already produced since 2009)*
- **Summary of SUN activities (including EMS) for the Annual report to the Committee of Permanent Representatives** *(annually produced)*
- **E-communication and e-collaboration report** *(produced in 2012 and to be implemented)*
- **Environmental sustainability tutorial for UNEP staff** *(produced in 2013/2014 and launched in November 2014)*
- **Awareness and communication activities plan** *(to be produced as of 2015)*
- **Update on paper smart policy implementation** *(to be produced as of 2015)*
- **Waste management improvement report: weaknesses assessment and new initiatives** *(to be produced as of 2015 including the recommendations of the 2014 peer review report)*
- **Water management improvement report: weaknesses assessment and new initiatives** *(to be produced as of 2015 including the recommendations of the 2014 peer review report)*
- **Energy efficiency improvement report: weaknesses assessment and new initiatives** *(to be produced as of 2015 including the recommendations of the 2014 peer review report)*
- **UNEP travel policy review** *(to be produced as of 2015)*

Some of the reports above have already been produced and would only need to be implemented or updated. The e-communication and e-collaboration report has been finalized in 2014 and its recommendations need to be implemented. The action plan (see Annex 1) turned the main recommendations of the report into activities. As for GHG data collection and dissemination, the MTCN report has already been produced on an annual basis since 2009. This activity will certainly continue on a regular basis over the years. An additional document that contributes to information sharing and visibility of EMS initiatives is the annual report prepared for the Committee of Permanent Representatives. This report dedicates a section to SUN facility activities, which will include the EMS as of 2015.

Concerning staff engagement, the environmental sustainability tutorial for UNEP staff has already been produced and launched, while the monitoring activities to assess its success and actual dissemination will follow in early 2015. The tutorial is one the main initiatives that support staff awareness at UN and UNEP level, but a detailed report on additional activities to be planned and implemented in this regard needs to
be drafted. As anticipated in the Component 2 section, paper smart policy needs some further monitoring and promotion, though it has already been partially implemented.

With a view to implementing UNEP’s EMS, it is very important to prepare specific studies on waste, water and energy management within UNEP offices. These reports need to show where UNEP stands now and what still needs to be done, as well as providing measurable performance indicators to monitor progress over time. The peer review report, carried out and written in 2014, is certainly an excellent starting point (for Geneva and Nairobi’s offices) to develop resources management action plans (waste, water and energy). With regard to Nairobi’s headquarters, tight collaboration with the Step by Step (SBS) group is already taking place. This group has voluntarily promoted sustainability initiatives within the UN compound in the last decade, being thus a relevant source of information and support. UNEP intends to further promote this collaboration in the framework of its EMS.

Finally, one of the key actions to be taken is further reviewing UNEP travel policy. UNEP CNS identified air travel as a priority for emissions reduction. In line with the CNS, the EMS also largely focuses on air travel reduction. A means of substituting air travel by e-communication, backed by policy needs to be explored.

2.3.3.1 **UNEP Organizational chart and EMS responsibilities**

UNEP refers to and maintains the “Procedure for documenting Roles, Responsibilities, and Authority” to ensure that the accountability structure and system for implementing the EMS is regularly updated and clearly defined. The aim is that each contributor to EMS implementation and development is fully aware of his/her responsibilities and authority, as well as of the procedures to follow.

**EMS Coordination**

UNEP top management is responsible to ensure that the necessary resources are available to support the implementation and monitoring of the EMS. These resources include human resources, technology and finance.

The Climate Neutral Officer, with the support of the SUN Facility, has been designated as EMS Coordinator at UNEP-wide level. The EMS Coordinator is in charge of ensuring that the EMS requirements are established, implemented and maintained in accordance with the EMS Manual guidelines. The EMS Coordinator will also report on performance of the EMS to top management mainly through the Senior Management Team and OfO.

UNEP CNO will be in charge of the overall EMS establishment as well as implementing UNEP Nairobi’s related activities in direct liaison with the SUN Coordinator and the EMS specialist. Each UNEP Office (contributing to the annual GHG emissions inventory) will appoint an officer in charge of implementing and monitoring the EMS at local level (Athens, Bangkok, Geneva, Kingston, Manama, Osaka, Panama City, Paris, and Washington). The rationale is that each UNEP office has specific sustainability needs/features to be addressed locally and therefore some decentralization is needed. The appointed officers will usually be a UNEP Sustainability Focal points.
EMS dedicated staff training, awareness and communication channels

UNEP will ensure that all staff members are duly informed about the establishment of an EMS. Various communication channels will be used, as it will be further detailed in the ‘Awareness and communication activities plan’ to be devised during the implementation phase (see section 2.3.3).

Communication will be both internal and external. Internal communication is of two types: a) EMS management team communication; b) Communication with UNEP staff. The former refers to the information flow, management and decision-making of staff directly involved in EMS activities (including SFPs). The latter refers to communication directed to UNEP staff not directly involved in EMS management, but indirectly through their environmentally sustainable behavior in the workplace. External communication is the sharing of information, experience and tools with other UN agencies and other private/public institutions. External communication is largely supported by the Greening the blue campaign.

EMS dedicated staff will have meeting and training sessions (also online). This will enable staff to perform their EMS duties and be fully aware of:

- The importance of compliance with the EMS Environmental Policy Statement and the requirements of the EMS;
- The significant environmental aspects targeted by the EMS, the activities planned and the benefits of improved environmental performance;
- Their roles and responsibilities vis à vis the EMS implementation.

EMS dedicated staff contribution to the EMS implementation and improvement is key. Sustainability focal points in OAHs will closely liaise with the CNO based in Nairobi while developing their local EMS action plans and agree on the timeframe for action as proposed in Annex 2. This will ensure that the action is coordinated and developed simultaneously in all offices.

The Divisions Sustainability focal points in Nairobi will ensure that communication on EMS activities reaches all divisions. Their contribution is crucial especially in terms of staff awareness and sharing of information on sustainability activities at UNEP level.

Documentation management and record-keeping

All final documents establishing the EMS and subsequently produced reports must be accessible to all UNEP staff. Therefore, UNEP will create a specific folder, named “UNEP EMS”, within its intranet. This folder will be regularly updated by EMS dedicated staff in charge of documents/reports preparation and dissemination. The folder will need to be organized in an orderly fashion to allow easy access and control of documents. The main folder “UNEP EMS” will include the following subfolders:

- EMS Manual and background documents;
- EMS policies (all documents supporting at UN/UNEP level EMS policies and establishment);
- EMS implementation documents (subfolders for each report produced – MTCN, Awareness and communication activities plan, etc.);
- EMS evaluation and review (peer review documents, EMS updates (indicating the year of update), corrective action reports, etc.).
EMS folders for each specific office/location (local action plans, etc.)

Key documents will also be published on the Greening the Blue and UNEP’s sustainability websites.

**EMS integration in the ordinary management process**

UNEP intends to integrate the EMS implementation and approval process within its ordinary management process. EMS activities will be included in UNEP Annual report, the Programme Performance Report (PPR) and in the software for UNEP programme of work - PIMS. UNEP aims at including the environmental performance and behavior of each staff into their annual e-Performance reporting, if allowed, at a future date. The overall goal is to include environmental sustainability as a key criterion in all UNEP activities and management processes over the longer term.

The EMS implementation framework and the breakdown of EMS responsibilities are shown in Figures 3 and 4 below, respectively.
Figure 3 EMS implementation framework: UNEP organizational chart and UN-system involved parties
**Figure 4 Responsibilities and duties distribution for UNEP Environmental Management**

<table>
<thead>
<tr>
<th>Office/Division/Facility</th>
<th>Position</th>
<th>Responsible Person</th>
<th>EMS responsibility and duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Secretariat</td>
<td>Secretary General</td>
<td>Ban Ki-Moon</td>
<td>➢ Directive and goals for greening the UN including thus the development of EMSs in each UN agency.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive Board for Coordination (CEB)</td>
<td>Agency Heads</td>
<td>Group</td>
<td>➢ Expounds on directive from SG, fleshes out policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-level Committee on Management (HLCM)</td>
<td>Senior Management</td>
<td>Group</td>
<td>➢ Deals with UN-system wide management issues, including resources and sustainability management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York Office/Secretariat of the Environment Management Group (EMG)</td>
<td>Head of EMG Secretariat</td>
<td>Elliott Harris</td>
<td>➢ The EMG is composed of agencies interested in environmental issues. Topics tend to rotate; however, internal sustainability and climate neutrality have been given great importance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Office</td>
<td>UNEP Executive Director</td>
<td>Achim Steiner</td>
<td>➢ Final and formal approval of the EMS document and its end-of-cycle reviews.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>➢ Recommendation power during the whole EMS development and implementation phase</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>➢ Main phases of intervention:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>➢ First EMS approval</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>➢ EMS review and approval in the end of its 4-year cycle</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Management Team (SMT)</td>
<td>UNEP High-level Management</td>
<td>Group</td>
<td>➢ Approval and/or recommendations letter on EMS establishment document and reviews. The letter will be addressed to the ED for formal approval (see above). The ED, as member of the SMT, jointly approves the letter during the SMT meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>➢ Recommendation power during the whole EMS development and implementation phase.</td>
</tr>
</tbody>
</table>
### Office of Internal Oversight Services (OIOS)

<table>
<thead>
<tr>
<th>OIOS Project manager</th>
<th>TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>Carry out the internal audit (evaluation phase) for UN system and procedures. It will be asked to audit EMS for UNEP.</td>
<td></td>
</tr>
</tbody>
</table>

### Office for Operations and Corporate Services (OfO)

<table>
<thead>
<tr>
<th>OfO Director</th>
<th>Christophe Bouvier</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>EMS budget approval (as included in the AP).</td>
<td></td>
</tr>
<tr>
<td>Support awareness raising activities for UNEP staff.</td>
<td></td>
</tr>
<tr>
<td>Financial management of the CNF and CNO funds (directly involved in the EMS implementation).</td>
<td></td>
</tr>
<tr>
<td>Carry out the internal audit should the Office of Internal Oversight Services (OIOS) not be available.</td>
<td></td>
</tr>
</tbody>
</table>

### UNEP - SUN Facility

<table>
<thead>
<tr>
<th>SUN Coordinator</th>
<th>Isabella Marras</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>Providing guidance and feedback on documents/reports produced.</td>
<td></td>
</tr>
</tbody>
</table>

### DTIE (Nairobi)

<table>
<thead>
<tr>
<th>Climate Neutral Officer</th>
<th>Shoa Ehsani</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>Devise the EMS document draft to be shared with the SUN team for feedback and present it to the SMT, SMT and OfO (see planning phase dedicated section).</td>
<td></td>
</tr>
<tr>
<td>Support to the overall EMS establishment in all UNEP offices.</td>
<td></td>
</tr>
<tr>
<td>Monitoring consistent implementation of EMS among all UNEP offices and appropriate coordination.</td>
<td></td>
</tr>
<tr>
<td>Implementing UNEP Nairobi’s EMS and developing/monitoring the related activities (awareness, etc.).</td>
<td></td>
</tr>
<tr>
<td>Measuring EMS improvements and prepare explanatory note on EMS implementation outcome for Nairobi headquarters (mid-term reviews). The note will be shared with the SUN team and the internal audit team as well as the SMT at the time of the end-of cycle overall review.</td>
<td></td>
</tr>
</tbody>
</table>

### UNEP Divisions/Offices Away from Headquarters (OAH)

<table>
<thead>
<tr>
<th>Sustainability Focal points</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNEP NBO</td>
</tr>
<tr>
<td>Shoa Ehsani</td>
</tr>
<tr>
<td>DTIE France</td>
</tr>
<tr>
<td>Marie-Christine Guedon</td>
</tr>
<tr>
<td>DTIE Japan</td>
</tr>
<tr>
<td>TBD</td>
</tr>
<tr>
<td><strong>Tasks</strong></td>
</tr>
<tr>
<td>Support UNEP CNO in data collection for the annual inventory of UNEP offices emissions for climate neutrality (MTCN).</td>
</tr>
<tr>
<td>Promote UNEP EMS initiatives within UNEP offices (awareness raising etc.).</td>
</tr>
</tbody>
</table>
### Multilateral Fund Secretariat

The Secretariat decided not to be part of this exercise for the time being. No Focal point could be appointed.

- Develop *ad hoc* EMS plans for each office based on specific features of local premises.
- Monitor local offices environmental performance and report on this (mid-term evaluation).
- Put in place the procedure to appoint local audit team (according to local exigencies) and provide all information needed for this assessment.
- Liaise and share documents (on the intranet) with CNO.
- Provide all information/documents/letters for the overall assessment of UNEP's performance.

<table>
<thead>
<tr>
<th>Location</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROAP</td>
<td>Janet Salem</td>
</tr>
<tr>
<td>ROE</td>
<td>Rie Tsutsumi, Jimena Fernandez</td>
</tr>
<tr>
<td>ROLAC</td>
<td>Bryce Fieldhouse, Marco Pinzon</td>
</tr>
<tr>
<td>RONA</td>
<td>Jose Gamarra (DC), Brennan Van Dyke (NY)</td>
</tr>
<tr>
<td>ROWA</td>
<td>Fareed Bushehri (GHG Inventory), Omaya Atiyan (greening), Hiba Sadaka (greening)</td>
</tr>
</tbody>
</table>

### Facilities Management

<table>
<thead>
<tr>
<th>Location</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNON (NBO)</td>
<td>Talia Owen-Frigyik</td>
</tr>
</tbody>
</table>

- Provide information and data on the environmental aspects monitored and identified by UNEP.
**Implementation phase: Responsibilities and management process and procedures**

1. Activity plans/reports detailing the Action plan’s guidelines (as described in the EMS planning and implementation phase) are devised by the CNO with the SUN team support and UNON FMTS input. Sustainability Focal points will devise their specific action plans for each UNEP office included in the EMS (as regards local buildings/campaigns issues).

2. Once finalized, the CNO submits the plans/reports to the Chief of OfO and there by indirectly to the ED for review/feedback and approval.

<table>
<thead>
<tr>
<th>Country</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIPOI (GVA)</td>
<td>TBD</td>
</tr>
<tr>
<td>ESCAP (BKK)</td>
<td>TBD</td>
</tr>
<tr>
<td>BAHREIN</td>
<td>TBD</td>
</tr>
<tr>
<td>US</td>
<td>TBD</td>
</tr>
<tr>
<td>JAPAN</td>
<td>TBD</td>
</tr>
<tr>
<td>PANAMA</td>
<td>TBD</td>
</tr>
<tr>
<td>FRANCE</td>
<td>TBD</td>
</tr>
<tr>
<td>JAMAICA</td>
<td>TBD</td>
</tr>
<tr>
<td>GREECE</td>
<td>TBD</td>
</tr>
<tr>
<td>CANADA</td>
<td>N/A</td>
</tr>
</tbody>
</table>

- Support and possibly join UNEP’s effort in improving its environmental performance by extending this to the whole compound/building, when possible.
- Attend regular meetings to discuss UNEP initiatives and provide clear answers.
2.3.4 Phase 4: Evaluation and Reporting

"Monitoring of operations helps evaluate whether targets are being met. If not, the organization takes corrective action". Monitoring activities will take place on a regular basis, which for UNEP will be every two years (mid-term evaluation), as far as it concerns the EMS action plan and related guiding reports (see implementation phase), and every four years for the EMS end of cycle evaluation. Some monitoring and measurement activities such as GHG emissions data collection will be performed annually.

The evaluation and reporting phase is crucial to ensure that EMS guideline documents are followed and that some progresses have been achieved. This phase is mainly implemented at the internal level, as an internal audit. It is divided into two phases:

a) **Mid-term evaluation**: The mid-term review reports are prepared by internal staff and are key to implement preventive/corrective actions before the end of the EMS cycle. These actions facilitate the achievement of the EMS expected results.

b) **End of cycle evaluation**: The EMS end of cycle review is carried out by an audit team made up of staff not directly involved in the EMS implementation. This review takes place at the end of the EMS implementation cycle to evaluate both the achievements and implementation process/efforts.

Upon conclusion of the EMS cycle, the mid-term evaluation and monitoring reports together with the final evaluation reports will serve as reference for corrective actions identification (review phase). This is then used as input for the next EMS drafting cycle. The table below summarizes the review schedule for the main reports produced:

<table>
<thead>
<tr>
<th>Report/Activity</th>
<th>Report to be prepared/finalized</th>
<th>Assessment of progresses*</th>
<th>Type of review</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Moving Towards Climate Neutrality (MTCN) annual report</em></td>
<td>Annually</td>
<td>Annual</td>
<td>Mid-term</td>
</tr>
<tr>
<td><em>UNEP Annual report</em></td>
<td>Annually</td>
<td>Annual</td>
<td>Mid-term</td>
</tr>
<tr>
<td><em>EMS Action plan</em></td>
<td>2014</td>
<td>Biennial</td>
<td>Mid-term</td>
</tr>
</tbody>
</table>

25 *Guidance note, Towards a Common Approach to Sustainability Management in The UN System, SUN*
### Evaluation and Reporting phase: Responsibilities and management process and procedures

#### 1. Mid-term evaluation (after 2 years):

Mid-term reviews are carried out by EMS dedicated staff, namely: CNO and Sustainability focal points.

The CNO monitors the implementation status of planned activities and briefly reports on to the Chief of OfO and thereby indirectly to the ED. Sustainability Focal points share their mid-term review with CNO, who will send it on to the Chief of OfO. Their review will thus reach the ED. Sustainability focal points are required to send the mid-term review to their respective Regional Directors.

#### 2. End of cycle evaluation:

**Nairobi office:**

   a) The EMS end of cycle review is carried out by:
1. UN Office of Internal Oversight Services (OIOS) – first preferred option
2. UNEP Office for Operations and Corporate Services (OfO) – second preferred option (if OIOS is not available)
   b) The CNO and UNON FMTS provide the audit team with all information (mid-term reports, etc.) to ensure accurate and informed assessment.
   c) The audit team prepares an evaluation report and shares it with CNO and OfO for comments.
   d) The CNO and OfO provide their comments to OIOS/OfO that may, at their discretion, decide to include them (also partially).

Other UNEP offices:
   a) All other UNEP offices (>10 staff members) will select their own audit team and review procedure (peers, staff, external audit, etc.) and share it with the CNO for information. The same rules as for Nairobi headquarters apply.

2.3.5 Phase 5: Review

“Top management reviews the results of the evaluation to see if the EMS is working. The Action Plan is then revised to optimize the effectiveness of the EMS. The review stage creates a loop of continuous improvement for the organization”

Top management review of EMS will take place on a 4-year basis once the EMS cycle is concluded. It will be undertaken by the Executive Office (EO) and the Senior Management Team (SMT), based on the results of Internal Audits as well as the EMS brief letter prepared by the CNO and additional supporting documents.

The procedure to be adopted is described in the “Review phase: Responsibilities and management process and procedures” box below.

Items reviewed by top management shall include:

- Stability, adequacy and effectiveness of the EMS
- Progresses made
- Need for policy changes
- Changes in work environment that may influence the environment and the EMS
- Obstacles and challenges faced

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26 Guidance note, Towards a Common Approach to Sustainability Management in The UN System, SUN
27 Action plan’s mid-term updates together with its explanatory notes and any other documents that report on the evolution and progresses of the EMS.
Information to be considered by top management:

- Corrective action and audit results
- Performance results for objectives and targets and the need for changes
- New or changed staff members, and management expectations
- New or changed technologies, materials and products
- Monitoring and measurement data

Top Management may request any additional information relevant to the EMS review to CNO and entities in charge of internal audit. The CNO will oversee the implementation of any corrective measures to be implemented and will report to the EO and SMT on the progress made within 1 year of the Top Management Review.

### Review phase: Responsibilities and management process

**Nairobi Office:**

1. OIOS/OfO present their evaluation report (see phase 4 above) to the SMT together with a letter on the implementation, achievements and difficulties faced prepared by CNO and OfO.
2. All SFPs will prepare a summary of the findings of their audit team. This information will be sent by their Regional director to the SMT copying the CNO.
3. SMT members will be provided with all required supporting documents to approve the evaluation report and integrate it within their EMS review.
4. The review will consist of a letter including the recommendations and revisions to become part of EMS implementation and/or integrated in its Action plan.
5. A letter will be sent to the ED for him/her to formally approve the new elements of the EMS and send it to the CNO for further action.
6. The CNO will revise its implementation and AP and adopt the proposed corrective measures.
7. Should there be any comments on UNEP offices performance, other than its headquarters, these will be timely shared with the SFPs for action.
8. Should the AP or recommended measures be revised, it will be sent to the OfO, SMT and ED for approval and signature. A new EMS cycle will then start.
9. Local action plans will also be revised/reformulated in the other UNEP offices based on the review process outcome.

### 3 Legal requirements

The UN and its agencies, including UNEP, are by their nature not bound by national or international law. However, given the importance of being an example in the field of environmental sustainability, UNEP will make all attempts to meet and where possible exceed national environmental standards in its global operations.