

United Nations Environment Programme (UNEP)

Environmental Management System (EMS)

Manual

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Table of Contents

EXECUTIVE SUMMARY	5
Abbreviations	8
CHAPTER 0: INTRODUCTION	9
0.1. Background	9
0.2. EMS Definition and Framework	10
0.3. Scope and Selected Approach	12
0.4. Purpose and Objectives of the Manual	16
CHAPTER 1: COMMITMENT AND POLICY	18
1.1. Introduction	18
1.2. Notes to the Policy Statement	18
1.3. UN-wide Commitment Initiatives	19
1.4. Commitment Initiatives at UNEP Level	20
1.5. Updating Environmental Policy	21
CHAPTER 2: PLANNING	23
2.1. Introduction	23
2.2. Register of Significant Environmental Aspects and Impacts	23
2.3. Compliance Obligations and Other Requirements	24
2.4. Objectives and Targets for the EMS	26
2.5. Environmental Action Plans (EAPs)	28
2.5.1. Travel	30
2.5.2. Facilities and Office Operations	30
2.5.3. Resources	31
2.5.4. Supply Chain	32
2.5.5. Information and Communications Technology (ICT)	32
2.5.6. Meetings and Events	33
CHAPTER 3: IMPLEMENTATION	34
3.1. Introduction	34
3.2. Organizational Chart and EMS Responsibilities	34
3.3. EMS Staff Training, Awareness and Communication	41
3.4. Documentation Management and Record-Keeping	42
CHAPTER 4: EVALUATION, REVIEW AND REPORTING	43
4.1. Introduction	43
4.2. Annual Monitoring	44
4.2.1. Annual Management Review	45
4.3. Mid-term Evaluation	47
4.4. End of Cycle Evaluation	48
APPENDIX	50
Appendix A – Historical UN-wide and UNEP Commitments	51
Appendix B – UNEP Environmental Policy Statement	53
Appendix C – ESP 001 Register of Significant Environmental Aspects and Impacts (September 2023)	55

Appendix D – Review of 2010 Climate Neutral Strategy efforts (April 2023)65
 Appendix E –(A) UNEP Objectives and Targets for 2023-2024 (April 2023).....68
 Appendix E –(B) UN Secretariat Climate Action Plan Objectives and Targets (April 2023).....69
 Appendix F – UNEP EMS Responsibilities and Duties (April 2023)70
 Appendix G – Terms of Reference for the UNEP High-Level Steering Group on EMS (April 2023).....75
 Appendix H – ESP 002 Internal Audit Program (September 2023).....78
 Appendix I – UNEP EMS Manual notes to in-scope MEAs (September 2023).....95

Table of Figures

Figure 1 Plan-DO-CHECK-ACT cycle for Environmental Management Systems*11
 Figure 2 Instructions to update Environmental Policy21
 Figure 3 Checklist for the review of the Environmental Policy22
 Figure 4 Environmental Action Plan Templates28
 Figure 5 UNEP organizational chart and UN-system involved parties35
 Figure 6 UNEP organizational chart and Multilateral Environmental Agreements36
 Figure 7 UNEP EMS governance structure for the second EMS cycle38
 Figure 8 UNEP EMS reviews and audits for the EMS cycle44
 Figure 9 EMS Progress Report.....45
 Figure 10 Key considerations in management review45
 Figure 11 Checklist for the annual Management Review meeting46
 Figure 12 Sample of Non-Conformance Report48



This icon provides notes for easy reference to the ISO 14001 Standard when performing a review of the UNEP EMS Manual.



This icon indicates that the Environmental Agreements (MEAs) will find additional guidance content under the “Appendix I – UNEP EMS Manual notes to in-scope MEAs”.

EXECUTIVE SUMMARY

Since 2008, UNEP has been climate neutral by annually offsetting its emissions in line with the UNEP's Climate Neutral Strategy that defines the organization's efforts and goals in terms of environmental management.

Later in 2019, the UN Secretariat requested the Member States to accelerate sustainability efforts, building on previous work, in line with the UN System 2020-2030 Sustainability Management Strategy¹ and the UN Secretariat Climate Action Plan (UNSCAP)². In this regard, UNEP is ahead in terms of its Environmental Management System (EMS) and its climate mitigation and neutrality efforts.

UNEP's EMS defines the organization's efforts and goals in terms of environmental management, which are:

- i. emissions reduction and offsetting;
- ii. awareness raising among staff and other personnel;
- iii. information sharing with other UN organizations; as well as
- iv. continuous improvement of its sustainability performance by developing and maintaining an Environmental Management System (EMS).

While the majority of UNEP's effort has thus far been on the accurate measurement of its GHG inventory, its reduction and offsetting; a bulletin the Secretary-General, entitled "Environmental policy for the United Nations Secretariat" (ST/SGB/2019/7) of 4 September 2019, promulgates the policy document to systematically integrating environmental sustainability into UN agencies' operations, namely the inclusion of other environmental aspects such as waste, water and energy management, as well as staff sensitization. This new scope is covered by the UNEP EMS and a global arena for action for UNEP offices away from Headquarters (OAH) in addition to any UNEP-administered Multilateral Environmental Agreement (MEA).



¹ On 2019, the strategy was endorsed by the CEB ([CEB/2019/3/Add.2](#)). It aims at placing the UN System in leadership position in integrating environmental and social responsibility considerations across its work in a systematic way (CEB/2019/1/Add.1). It includes climate action objectives aligned with the IPCC recommendation of reducing GHG emissions by 45% by 2030. Each member of the CEB is requested to internalize the goals and targets of the strategy in their own operations.

² On 2019, the Plan was developed as the UN Secretariat's response to the request of the Secretary-General and the pathway to align UN secretariat efforts on climate to those of the wider UN system strategy.

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 efficiency³.

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's commitment to achieving EMS goals and continuously improving UNEP's environmental performance was formulated in 2015. Senior Management is fully involved in the EMS validation and review process. UNEP EMS's guiding principles can be summarized as follows:

- *Further pursuing UNEP Climate Neutrality by reducing UNEP's emissions and procuring offsets;*
- *Reducing freshwater use and waste generation, as well as improving its energy efficiency at facilities and operations;*
- *Raising staff awareness through training and sensitization initiatives;*
- *Achieving continual improvement of UNEP sustainability performance;*
- *Monitoring, managing and reporting on UNEP climate and sustainability performance;*
- *'Leading by example' and sharing experiences and information with other organizations for an overall improvement of the UN system's environmental performance.*

To provide guidance on the implementation of an EMS, 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 adjustment of the associated Action Plan, if so needed, based on the feedback provided by this review. In many office locations, implementation of these initiatives will require close cooperation with Enterprise Risk Management (ERM) Focal

³ <http://www.epa.gov/ems/>

Points, if there is an ERM focal point assigned, as well as facilities management groups, many of whom are autonomous and belong to different organizations/ entities.

Abbreviations

The following definitions have been used in the Manual and include both pertinent ISO 14001 definitions and those that are specific to UNEP.

[Listed in alphabetical order]

CEB	<i>Chief Executive Board for Coordination</i>
CERs	<i>Certified Emission Reductions</i>
CNF	<i>Climate Neutral Fund</i>
CNS	<i>Climate Neutral Strategy</i>
CSD	<i>Corporate Services Division</i>
EAP	<i>Environmental Action Plan</i>
ED	<i>Executive Director</i>
EMG	<i>Environment Management Group</i>
EMS	<i>Environmental Management System</i>
ERM	<i>Enterprise Risk Management</i>
ESP	<i>Environmental System Procedure</i>
GHG	<i>Greenhouse gas</i>
HLCM	<i>High-level Committee on Management</i>
IMG	<i>Issue Management Group on Sustainability Management in the UN</i>
IPCC	<i>Intergovernmental Panel on Climate Change</i>
ISO	<i>International Standards Organization</i>
MEA	<i>Multilateral Environmental Agreement</i>
MTCN	<i>Moving Towards Climate Neutrality</i>
OAH	<i>Offices Away from Headquarters</i>
ORM	<i>Operations and Risk Management</i>
OIOS	<i>Office of Internal Oversight Services</i>
QCPR	<i>Quadrennial Comprehensive Policy Review</i>
SBS	<i>Step by Step</i>
SFPs	<i>Sustainability Focal Points</i>
SMT	<i>Senior Management Team</i>
SUN	<i>Sustainable UN Facility</i>
UNON	<i>United Nations Office at Nairobi</i>

CHAPTER 0: INTRODUCTION

0.1. Background

Since 2007, the Secretary General committed to moving 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 procurement⁴. The [Strategy for sustainability management in the UN system 2020–2030](#) calls for implementing entity-specific environmental management systems in line with international best practices, including common performance criteria and entity-specific target-setting.

To assure a unified effort towards sustainability, the UN has set up UN-wide coordination bodies, such as the Environment Management Group (EMG), 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 improve their environmental performance and eventually become climate-neutral.

The United Nations Environment Programme (UNEP) warmly welcomed the Secretary General's 'Moving Towards a Climate Neutral UN' (2007) initiative and took the lead in becoming climate neutral as of 1 January 2008.

Since UNEP's 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 entity level, and in line with what was foreseen in UNEP's Climate Neutral strategy, UNEP decided to start developing its EMS. In 2015, UNEP signed its Environmental Policy Statement committing to practices of environmental sustainability by monitoring, reporting and continually improving its environmental footprint.

Over the years, the UNEP Environment Management System (EMS) has undergone modifications to fall into a wider evolving context, at the UN system and UN Secretariat levels. In May 2019, the UN System 2020-2030 Sustainability Management Strategy was endorsed by the Chief Executive

⁴ Briefing paper: The Business Case for Environmental Management Systems in the United Nations, <https://studylib.net/doc/5907171/briefing-paper-the-business-case-for-environmental-manag...#>

Board (CEB) aiming at having by 2025, all UN entities implementing an EMS at the entity level including an environmental policy, and targets. Moreover, the UN Secretariat was requested by Member States to integrate sustainable development practices into Secretariat-wide operations. To deliver on this, the UN Secretary-General approved on the 4th of September 2019 the Environmental Policy for the United Nations Secretariat and the UN Secretariat Climate Action Plan (UNSCAP). UNEP, being a specialized agency within the UN Secretariat, is guided by both.

In January 2020, with a decision of UNEP's Senior Management Team, UNEP undertook to renew its Environmental Management Systems (EMS) and to align it with the UN System 2020-2030 Sustainability Strategy goals. This work started by adopting the UN Secretariat Environmental Policy released by the Secretary General in 2019 (ST/SGB/2019/7) and defining the main objectives and work areas for the EMS.

The EMS described in this Manual has been structured with due reference to the International Standards Organization (ISO) 14001:2015 specification. The present manual is set as a UNEP-wide Environmental Management System (EMS) to be adapted to each UNEP office and any interested UNEP-administered MEAs around the world for specific local activities/features. This allows the implementation of a tailor-made EMS for each office while assuring consistency in the overall EMS approach among the different OAHs and in-scope MEAs. It is expected that the EMS will be gradually upgraded over time and that certification will eventually be sought.

The UN Secretariat encourages the sharing of case studies, operational documents and guidelines not only within the same agency, but also at the UN-system wide level. In line with this, its Climate Neutral Strategy (2010), UN System 2020-2030 Sustainability Management Strategy and the UN Secretariat Climate Action Plan (UNSCAP), UNEP welcomes the possibility of sharing the tools developed and its experience with other UN entities embarking in the development of an EMS.

0.2. EMS Definition and Framework

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 its environmental performance. This tool enables organizations to reduce their environmental impact and increase their operating efficiency⁵. 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 risk 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*

⁵ <http://www.epa.gov/ems/>

*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*⁶.

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 countries⁷, both in the private and public sectors. Several international organizations, such as some European Union institutions, the Asian Development Bank, and within the UN System, UN Office at Nairobi and the publishing services of the UN Secretariat (ISO14001 certification already obtained) have adopted an EMS to improve their environmental management⁸. Many others are in the process of developing their own EMS.

Figure 1 Plan-DO-CHECK-ACT cycle for Environmental Management Systems*

PLAN			DO		CHECK	ACT
4.Context of the organization	5.Leadership	6.Planning	7.Support	8.Operation	9.Performance evaluation	10.Improvement
4.1. Understanding the organization and its context	5.1.Leadership and commitment	6.1.Actions to address risks and opportunities	7.1.Resources	8.1.Operational planning and control	9.1.Monitoring, measurement, analysis and evaluation	10.1.General
4.2.Understanding the needs and expectations of interested parties	5.2.Environmental policy	6.2.Environmental objectives and planning to achieve them	7.2.Competence	8.2.Emergency preparedness and response	9.2.Internal audit	10.2.Nonconformity and corrective action
4.3.Determining the scope of the EMS	5.3.Organizational roles, responsibilities, and authorities		7.3.Awareness		9.3.Management Review	10.3.Continual improvement
4.4.Environmental management system			7.4.Communication			
			7.5.Documented information			

* The ISO 14001:2015 requirements are broadly separated into 10 sections (called ISO 14001 clauses), with clauses one through three describing the standard and clauses four through 10 containing the requirements for an EMS: Context of the organization (clause 4), Leadership (clause 5), Planning (clause 6), Support (clause 7), Operation (clause 8), Performance evaluation (Clause 9) and Improvement (clause 10).

The two main EMS frameworks are the ISO14001 and EU Eco-Management and Audit Scheme (EMAS) certification. The former reached a wider distribution worldwide, based on a voluntary certification system, and the latter is established by the European commission through a

⁶ Briefing paper: The Business Case for Environmental Management Systems in the United Nations, <https://studylib.net/doc/5907171/briefing-paper-the-business-case-for-environmental-manag...#>

⁷ See statistical compendium for 2012 on ISO 14001 by ISO accessed from http://www.iso.org/iso/iso_survey_executive-summary.pdf

⁸ <http://www.epa.gov/ems/>

regulation⁹, and can be obtained by European enterprises/institutions. EMAS is endowed with some more stringent requirements, such as public reporting of results and more rigorous criteria for performance improvement over time¹⁰.

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 (see [Figure 1 Error! Reference source not found.](#)), which allows the continuous monitoring of environmental performance and enables organizations to address the issues faced and adopt corrective actions. Information on each EMS phase is provided in [Chapter 4](#).

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 UN*¹¹.
- b) *Strategy for Sustainability Management in the United Nations System 2020-2030*¹².

For general information on ISO 14001 standard and certification, please visit the website and available manuals at <http://www.iso.org/iso/iso14000>

0.3. Scope and Selected Approach

In 2015 UNEP put in place an Environmental Management System (EMS) for its facilities and operations to systematically strengthen its efforts towards environmental sustainability. The first cycle of the EMS covered 4 years from 2015 to 2019. In 2020, UNEP conducted an Initial Environmental Review (IER), which analyzed UNEP's current environmental performance and evaluated the gaps, corrective actions and decisions that should be taken for the second UNEP EMS cycle (2020-2024).

The scope of the EMS defines the functional, geographical and organizational boundaries covered by the EMS. To determine the scope, an organization looks at activities and operations that it can control and those it can influence. UNEP aims to implement an Environmental

⁹ Regulation (EC) No 1221/2009 of the European Parliament and of the Council of 25 November 2009 on the voluntary participation by organisations in a Community eco-management and audit scheme (EMAS), repealing Regulation (EC) No 761/2001 and Commission Decisions 2001/681/EC and 2006/193/EC

¹⁰ <http://www.epa.gov/ems/>

¹¹ <https://studylib.net/doc/5907171/briefing-paper-the-business-case-for-environmental-manag...#>

¹² <https://unsceeb.org/strategy-sustainability-management-united-nations-system-2020-2030>

Management System in all its offices around the world and any interested UNEP-administered MEAs.

i. Geographical boundary:

The geographical boundaries are limited to the UNEP Headquarters (HQ), UNEP Offices Away from HQ (OAH) and UNEP-administered Multilateral Environmental Agreements (MEAs). While they maintain the same overarching policies, UNEP's OAHs and MEAs should have in place their own facilities and operations related Action Plans that are relevant to their particular needs. This is supported and partially financed by UNEP HQ.

The overall EMS implementation guidelines and policy apply to all UNEP offices and in-scope MEAs in order to ensure consistency in the actions undertaken at the UNEP level. As mentioned above, for specific activities, flexibility and tailor-made action plans are however foreseen¹³. This enables specific action plans to be developed in each OaH and MEA addressing sustainability in a relevant manner and implementing best practices. All UNEP office and MEA locations are included in [Appendix F](#). Refer to the latest [Annual Management Review](#) report for more information related to the offices currently reporting under UNEP EMS scope.

ii. Functional boundaries:

The scope of UNEP EMS comprises its facilities and operations management at UNEP's OaHs and in-scope MEAs locations worldwide. It also covers air travel, which is applicable at the organization-wide level. UNEP has previously focused on EMS implementation at HQ and UNEP's OAHs (with more than 10 staff) but it will gradually expand the scope to also include additional UNEP's OAHs and Multilateral Environmental Agreement (MEA) Secretariats.

iii. Organizational boundaries:

The organizational boundary will include personnel (staff, consultants, individual contractors, UNVs, etc.) from UNEP HQ, OaHs and in-scope MEAs as well as meeting participants, bearing in mind the above caveats. Based on the analysis contained in the initial review, EMS Action Plans are set for the period of 2020-2024. The planned actions fall into the different categories listed below. Depending on the aspect, the scope is either on an organization level or office dependent.

- **Resources:** Financial resources are needed to support the implementation of the action plans along with dedicated human resources. UNEP put in place a Climate Neutral Fund in 2009, which mechanisms need to be updated in the upcoming years to sustain when needed the core activities presented below.
- **Monitoring and reporting:** UNEP has been reporting since 2008 on the GHG emissions of its facilities and operations via the Greening the Blue report. Environmental inventory is an annual



¹³ Especially for travel, procurement, water, waste and energy management initiatives within each compound/office and MEA.

exercise that involves data collection and analysis from purchased electricity to water use and waste generation and processing, among others.

- **Air travel:** Air travel represents most of the total UNEP GHG emissions. Considering it is an area that UNEP has full control over, emissions reduction efforts can be focused on this aspect.
- **Remote meetings and events:** Meeting participants represent more than 50% of the total air travel emissions of UNEP. Replacing in-person meetings with remote meetings was forced by the 2020 global circumstances but the practice should be maintained. To maximize potential in remote meetings and events, UNEP will work on improving the culture and practices around this aspect of the organization.
- **Events:** Events are an important part of UNEP's mandate delivery. Remote-and hybrid meetings/events can to some extent replace in-person meetings/events. Ensuring that UNEP's large hybrid- and in person events are sustainable in all aspects and climate neutral is important.
- **Staff awareness:** Personnel awareness and behavior of staff are the basis for support in an EMS process. Personnel should be aware and part of the EMS implementation, so that environmentally sustainable behaviors and decisions are mainstreamed in everyday life.
- **Facilities management:** UNEP's offices are generally leased or rented thus UNEP does not have full control over the management of the office. However, UNEP works with and supports the landlord and facilities managers to environmentally improve the different facilities management aspects of the offices.

The actions aim at decreasing the environmental impacts of UNEP's facilities and operations and to enable UNEP to meet its set emissions targets.

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 the next chapters 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. The activities proposed result from a joint collaboration of UNEP Sustainable UN (SUN) facility/Environmental Affairs Officer/Sustainability Focal Points, UNEP high-level management as well as local facilities management.

There are key environmental aspects endorsed by the CEB as the core of the Strategy for sustainability management in the UN system, 2020–2030 (CEB/2019/1/Add.1):

- i. **Greenhouse gas emissions (including transportation and energy use & efficiency)** (*tons CO₂ eq./year and /staff member*): Emissions from air travel are the major contributor to the UNEP’s carbon footprint. Despite substantial reductions since the COVID-19 period, it is still considered a priority area for intervention. UNEP will also tackle energy efficiency improvements in its buildings with a view to reducing its office emissions.
- ii. **Fresh use water and wastewater** (*indication of source and amount in m³/year and /staff member and % of sites with water efficiency measures*): The strategy identified *water use* as a default EMS environmental aspect for UN organizations. This aspect should 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 with UNEP Headquarters in Nairobi, where water is considered a scarce and precious resource. OaHs and in-scope MEAs, instead, might have other priorities to include in their action plans. It is however widely acknowledged that water savings are crucial at a worldwide level, and UNEP is committed to water management improvement in all its locations.
- iii. **Waste generation and management** (*tons and type of waste generated/year and /staff member, and waste disposal methods used*): The strategy also identified *waste reduction and management* as a default EMS environmental aspect for all UN organizations. UNEP Headquarters in Nairobi and many of the OaHs and in-scope MEAs are based in a shared compound with other UN agencies. Waste is considered a key environmental aspect to be tackled to prevent and reduce its impacts on the environment.
- iv. **Air pollution** (*% of electric vehicles or % of offices still using ozone-depleting substances*): UNEP premises and fleet should not contribute to or exacerbate local air quality issues, in both urban and remote community settings.
- v. **Biodiversity degradation** (*% of sites for new premises that have been screened for biodiversity impacts*): UNEP should ensure that adverse impacts from facilities, operations and activities on biodiversity and habitats are identified and avoided in consultation with relevant, affected stakeholders.
- vi. **Staff awareness**: awareness raising and training of staff members and other personnel 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 improving office energy efficiency.

UNEP has control over the reduction of its air travel emissions by revising its travel guidelines, 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 to building features and waste and water management improvements.

Therefore, it must be noted that UNEP does not generally have full control over office management. To influence this area, close collaboration with the organizations in charge of UNEP facilities management is envisaged and strongly recommended to ensure the successful implementation of the EMS. UNEP's promotion of staff awareness is only partially linked to facilities management. Some key activities, such as the development of tutorials and training, 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 EMS's achievements.



0.4. Purpose and Objectives of the Manual

As part of any EMS, it is necessary to produce a Manual. This UNEP EMS Manual will be used as a guideline to measure future improvements in all aspects of the EMS. The Manual also provides the framework for establishing the key components of the EMS and the management procedures for those areas to be specifically targeted by the EMS. This Manual will be used during and upon the conclusion of each EMS cycle (4 years).

In line with ISO 14001 requirements, the purpose and objective of the Manual is to provide:

- A **user-friendly** reference resource for UNEP HQ, OaHs, and in-scope MEAs on the rationale for the establishment, implementation and maintenance of the UNEP EMS.
- **Guidance and procedures** on the establishment, implementation, and maintenance of the EMS - this is to act as both a reference resource for the current EMS and a foundation for future reviews and upgrades of the EMS.
- **Specific instructions and procedures** for the integration of the principles and actions associated with effective environmental assessment, protection, and management into UNEP's activities.
- A **training tool** for those Sustainability Focal Points that will be responsible for establishing, implementing and maintaining the EMS for UNEP HQ, OaHs and in-scope MEAs.

The EMS Manual and all associated documentation are "live" documents that should be reviewed and updated as and when required to accommodate operational changes, new legislation, and other requirements or circumstances that will require changes to the coverage of UNEP EMS.

An [EMS development and implementation timetable](#) is updated every year. This table shows the expected time schedule for the activities planned (milestones) in the EMS framework. This Manual should be used as a reference by those responsible for the implementation, maintenance, or external verification of the UNEP EMS, specifically to provide:

- A background on the understanding of the EMS structure, purpose and requirements;

- A reference on the philosophy behind the development of the current content of the EMS;
- A reference or 'paper-trail' on the development of the Environmental System Procedures (ESPs) and Environmental Action Plans (EAPs);
- A reference or route for the future review, revision and expansion of the UNEP EMS; and
- An information and/or training tool for persons unfamiliar with the UNEP EMS.

UNEP EMS Procedures have been incorporated into the [Appendix section](#) of this Manual. This Manual has been structured as shown in the [Table of Contents](#).

CHAPTER 1: COMMITMENT AND POLICY

1.1. Introduction

The Environmental Policy Statement represents a public statement on UNEP's commitment to achieving continual improvement in UNEP environmental sustainability performance, to ensure that its activities are managed in an environmentally sound manner either through its own actions or through those to be delegated to other parties.

ISO 14001 REFERENCE



Clause 4.2 for further details refer to Environmental Policy (see [Chapter 1](#) and [Appendix B](#) of this Manual).

UNEP has outlined its commitment to undertake its activities in an environmentally responsible manner. UNEP has defined the execution of its commitment to establish, implement, and maintain the EMS through its Environmental Affairs Officer, appointed OaH and in-scope MEA Sustainability Focal Points (SFPs) and the EMS Steering Group. During the EMS cycle, a record of UN and UNEP policies and commitment is kept and updated by the Environmental Affairs Officer.

MEA

The Policy is appropriate to the nature of activities undertaken in UNEP and to the level of Management commitment to implementing the EMS.

1.2. Notes to the Policy Statement

MEA

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

- Further pursuing its **Climate Neutrality** by reducing UNEP's greenhouse gas emissions from its operations; and by procuring offsets to compensate for the remaining emissions;
- Reducing **UNEP GHG emissions** and supporting the UN IPCC target to reduce greenhouse gas emissions by 45% by 2030 compared to 2010 levels;
- Reducing **UNEP GHG emissions** by promoting staff awareness activities as well as liaising with facilities managers to improve the **water efficiency** of its premises;
- Reducing **UNEP GHG emissions** by improving its management and creating staff awareness;

- Improving its **energy efficiency** by increasing its share of renewable sources, employing demand side measures and creating staff awareness;
- **Awareness raising and training** of staff members on environmental sustainability, especially as regards the organization's functions and operations;
- Achieving **continual improvement** in UNEP sustainability performance via the establishment of its own Environmental Management System (EMS);
- **Monitoring, managing and reporting** on UNEP climate and sustainability performance on an annual basis;
- **'Leading by example'** and providing a basis for raising awareness at UNEP, in the UN system and worldwide level; and
- **Sharing methods, procedures, and approaches** that can be emulated by other organizations within and outside the UN to reduce their own environmental and climate footprints.

Commitment and Policy are key to developing an EMS. This phase requires that *'Top management commits to environmental improvement and establishes an organization-wide environmental policy'*¹⁴.

1.3. UN-wide Commitment Initiatives

Since 2007, UNEP has demonstrated its commitment to improving its environmental performance and has become Climate Neutral since 1 January 2008. The development of an EMS requires a clear definition of policies and formal commitment to be used as guidelines for action. This section reviews the most relevant and recent commitment actions - both at the UN and UNEP levels - that serve as the policy framework for establishing an EMS. A description of each document is provided as well as the link to their full report. Refer to historical UN-wide and UNEP commitments in [Appendix A](#).

- a) The **UN Secretariat Environment Policy (2019)** to accelerate the Secretariat's sustainability efforts, building on previous work and systematically integrating environmental sustainability into its operations, the Secretary General promulgated the environmental policy for the United Nations Secretariat ([ST/SGB/2019/7](#)).
- b) The **UN Secretariat Climate Action Plan (UNSCAP) 2020-2030 (2019)** is the UN Secretariat's response to the request of the Secretary-General and the pathway to align UN Secretariat efforts on climate to those of the wider UN system strategy¹⁵.
- c) The **Strategy for sustainability management in the United Nations System 2020–2030 – Phase I: Environmental Sustainability (2019)** endorsed by the CEB (CEB/2019/3). It aims

¹⁴ Guidance note, *Towards a Common Approach to Sustainability Management in The UN System*, SUN

¹⁵ <https://digitallibrary.un.org/record/3827063?ln=en>

at placing the UN System in a leadership position in integrating environmental and social responsibility considerations across its work in a systematic way (CEB/2019/1/Add.1). It includes climate action objectives aligned with the IPCC recommendation of reducing greenhouse gas emissions by 45% by 2030. Each member of the CEB is requested to internalize the goals and targets of the strategy in their own operations.¹⁶

- d) The **Strategy for sustainability management in the UN system 2020-2030 - Phase II: Towards leadership in environmental and social sustainability (2021)** responds to the Board’s task of developing a “comprehensive sustainability strategy” encompassing a “fuller picture of environmental and social sustainability in UN system policies, programming and support functions”. This strategy builds on 30+ existing UN system wide strategies and action plans that are already in place and aims at fostering greater coherence.

1.4. Commitment Initiatives at UNEP Level



1. **UNEP Climate Neutral Strategy (CNS)** approved 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.¹⁷
2. **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 Management.¹⁸
3. **UNEP Environmental Policy Statement** signed by former Executive Director in 2015 to provide direction on the implementation of UNEP Environmental Management System (EMS). For more details on the statement refer to [Appendix B](#).
4. **Environmental Charter at UN Gigiri Compound (2015)** that encourages interagency collaboration among UN entities in the Complex.

In light of the above, the 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

¹⁶ <https://unscebe.org/strategy-sustainability-management-united-nations-system-2020-2030>

¹⁷ www.unep.org/sustainability/docs/UNEP_CN_Strategy.pdf

¹⁸ For further information on the peer review please contact UNEP Environmental Affairs Officer.

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.

1.5. Updating Environmental Policy

This section provides instructions and guidance on updating UNEP’s Environmental Policy Statement – considering the phased approach and proposed gradual expansion of the UNEP EMS. At a minimum, the policy shall be revised every 4 years to determine if there have been any changes to the identified significant environmental aspects or commitments made by UNEP.

The minimum scope of actions to be applied has been listed in chronological order below. Ownership for undertaking the stated instructions has also been indicated.

Figure 2 *Instructions to update Environmental Policy*

Instructions	Ownership	Timing
Review current Environmental Policy against the following. <ul style="list-style-type: none"> • Checklist for the review. Environmental Policy (See Attachment 1). • Records on the performance of the EMS (including EAPs) to date. • Current understanding of focus and activities of UNEP over the next year. 	EMS Team at UNEP HQ, Environmental Affairs Officer	Biannually
Prepare a memo for revision to Environmental Policy and draft an updated Environmental Policy for Annual Management Review.	EMS Team at UNEP HQ, Environmental Affairs Officer, Executive Office, Steering Committee	Within 1 week of review
Present Memo and updated Environmental Policy for comment at the Annual Management Review.	EMS Team at UNEP HQ, Environmental Affairs Officer, SMT	To provide comments within 1 month
Amend EMS Documentation as necessary to reflect amendments to the Environmental Policy (including the month of strategic objectives, targets, and EAPs).	EMS Team at UNEP HQ, Environmental Affairs Officer	Within 1 month of approval being received
Distribute and communicate new Environmental Policy within UNEP (and others as necessary).	EMS Team at UNEP HQ, Environmental Affairs Officer	Within 1 week of amendments to EMS being completed
Record new version of Environmental Policy in the Control Document Register.	EMS Team at UNEP HQ, Environmental Affairs Officer	Before distribution

The update of the Environmental Policy shall be carried out by the EMS Team/ Environmental Affairs Officer. The Officer shall undertake the necessary reassessment of UNEP’s activities in association with the EMS, considering the environmental performance to date. The new policy shall reflect any changes/improvements identified.

The Senior Management Team (SMT) shall evaluate the proposed revised Environmental Policy and provide appropriate feedback.

The Officer shall amend the EMS Manual and any EMS documentation to align with the updates. The Officer shall also ensure appropriate communication and distribution of the revised Environmental Policy, including the provision of any awareness training.

Figure 3 Checklist for the review of the Environmental Policy

Is/Does the Environmental Policy:	Yes/No	Action
Concise and written in plain language?		
Drive the setting of realistic environmental objectives and targets for the EMS?		
Include reference to the scope of UNEP's responsibilities for the EMS?		
Include reference to resourcing and organizational structure for the EMS implementation, management, reporting?		
Include commitment to continuous improvement in environmental performance and the EMS?		
Include reference to maintaining the EMS and seeking appropriate accreditation e.g., ISO 14001?		
Include a commitment to communicating with internal and external stakeholders on the EMS performance?		
Include a commitment to communicating its environmental commitments to the workforce (UNEP and MEAs) and for providing appropriate training?		
Support the use of the best practical and available technology for activities in connection with the EMS?		
Support the use of the best practical and available management practices for the EMS?		

CHAPTER 2: PLANNING

2.1. Introduction

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 Environmental Action Plans (EAPs) for meeting the targets. This includes designating responsibilities, setting a schedule, and outlining clearly defined steps to meet targets’*¹⁹.

ISO 14001 REFERENCE



- Clause 4.3.1 for further details on the identification and determination of significant environmental aspects and impacts (see [Section 2.2](#) and [Appendix C ESP 001](#))
- Clause 4.3.2 for further details on developing a register of compliance obligations and other requirements (see [Section 1.3](#), [Section 1.4](#), [Section 2.3](#) and [Appendix A](#)).
- Clause 4.3.3 for further details on determining objectives and target for the EMS (see [Section 2.4](#) and [Appendix E](#))
- Clause 4.3.4 for further details on developing Environmental Management Plans (see [Section 2.5](#))

UNEP has established and maintains procedures to identify and update a register of the significant environmental aspects and impacts that are associated with UNEP’s activities and operations. UNEP is also in the process of identifying and updating a pertinent database of the legislation, regulations environmental criteria and other requirements. This chapter also refers to the set-up of key objectives and targets of EMS along with Environmental Action Plans for the delivery of those objectives.

2.2. Register of Significant Environmental Aspects and Impacts



While efforts have mostly focused on the UNEP Headquarters, as part of the UN management reform duty stations should also reduce their impacts and promote environmental sustainability. To focus time and resources on the significant issues with the greatest potential for

¹⁹ See note No.7

environmental impact at each location, UNEP developed an approach to understand what really matters at each location.

In line with commitments to the 2030 UN-wide sustainability strategy for integrating environmental risks into their risk management procedures, UNEP defined a risk management approach that allows the systematic development of Environmental risk registers at each office. A semi-automated tool has also been designed to ensure the consistency of risk registers across UNEP locations.

OaH and in-scope MEA Sustainability Focal Points (SFPs) are requested to identify management functions at their respective location and their related processes and activities. For instance, Travel Management is identified as a key management function at the office and “Travel by Air to a mission” is an activity performed by that Function. Then the focal point should assess how this activity interacts with the environment, that is “Environmental Aspect” and in this case Emissions, and the result of that aspect, which is the Impact, which is Air pollution and Climate Change.

Once the Aspects and Impacts are identified, the focal point should apply the risk assessment approach and score the severity of the impact and the likelihood of occurrence, which results in the “Risk Exposure”.

To mitigate the risk exposure, there are Internal controls that need to be in place. By scoring current controls the focal point will obtain the Residual Risk which is the “Level of Significance” of that Aspect and Impact. For Aspects with “Very High” Level of Significance, the office should implement action plans to mitigate the risk.

Once risk registers are completed, SFPs should share the results with both the Enterprise Risk Management (ERM) Focal Points for integration with the wider Risk Universe and with the EMS Team for consolidation at the UNEP level and for the preparation of respective action plans to mitigate those “Very High” Level risks.

See [Appendix C ESP 001](#) of the Manual for the procedure to develop registers for significant environmental aspects and impacts associated with UNEP’s activities and operations.

2.3. Compliance Obligations and Other 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 work towards meeting and where possible exceeding national environmental standards in its global operations.

UNEP shall identify, comply and monitor obligations that relate to UNEP’s identified aspects in the context of its activities and operations. The evaluation and review of relevant compliance



obligations could be achieved through the provision of access to compliance requirement databases and resources.

This applies to all activities, under normal conditions and reasonably foreseeable situations (maintenance, emergencies), in the Office and Facilities of UNEP worldwide covered under UNEP's Environmental Management System (EMS). Each of the OaH and in-scope MEA that make up the UNEP EMS shall also track any specific compliance obligation or other requirements that apply to their location.

UNEP HQ and SFPs shall identify the internal and external issues that can help or hinder the achievement of the intended outcomes of the environmental management system. Compliance obligations will include requirements that are mandatory, such as laws and regulations, or those that the office has decided to comply with, whether contractually (customers) or voluntarily (environmental policy commitments).

The SFP shall also consider internal and external issues and compliance obligations, their organizational units, functions, physical boundaries, activities, products and services and their authority and ability to exercise control or influence. The SFP shall determine which of these should become a compliance obligation that the office will manage going forward.

Compliance is one of the key components for the assessment of "Risk Exposure" of each activity and environmental aspects detailed in the procedure **ESP 001 Register of Significant Environmental Aspects and Impacts** (see [Appendix C](#) of the Manual). According to the procedure, the SFP shall score compliance, among others, as part of the assessment of the Severity of impact for each activity and environmental aspect recorded in the Environmental Risk Register Tool. The resulting score for "Residual Risk" will determine which compliance obligations to address.

The process for identifying compliance obligations may be informal, for example whereby the Directors/Office Managers discuss the issues with the SFP and come to a documented consensus on which of office stakeholders' needs and expectations should be adopted as a compliance obligation. A number of related departments/management functions could be consulted before a compliance obligation is adopted and transferred to the compliance obligations register.

Other, more formal methods for identifying compliance obligations might include for example, using qualitative and/or quantitative approaches such as evaluating and prioritizing each stakeholder and their requirements (needs and expectations) based on the level of influence the stakeholder has over the UNEP office.

In order to document UNEP's office compliance obligations, the SFP shall maintain an electronic spreadsheet or table (register) comprising an indexed list of relevant compliance obligations, and other requirements. This compliance obligations register shall be reviewed and updated for

adequacy by the SFP, both for new obligations and updated obligations, on a bi-annual basis and communicated to the EMS Team/Environmental Affairs Officer and relevant staff whose responsibilities or actions can affect compliance.

2.4. Objectives and Targets for the EMS

UNEP's starting point for the establishment of an EMS was relatively advanced, as a **UNEP Climate Neutral Strategy (CNS)**²⁰ was already devised and approved in 2010. This strategy set out specific objectives, actions, responsibilities and deadlines to ensure that UNEP met its climate neutral commitment. The CNS 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 were successfully implemented. Therefore, a *Review of 2010 Climate Neutral Strategy* was needed and has been included as [Appendix D](#) to the Manual. The review provided an overview and background information on the framework and challenges experienced during the CNS implementation that served as a foundation for the establishment of the UNEP EMS in 2015.

The CNS 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. The UNEP's CNS sets out the following objectives:

- *Achieving UNEP's climate neutrality by reducing its GHG emissions as far as possible through adoption of sustainable management practices, and by procuring offsets to compensate for the remaining emissions.*
- *Support the UN IPCC target to reduce GHG emissions by 50-85% by 2050 compared to 1990.*
- *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).*
- *Monitoring, managing and reporting UNEP's climate and sustainability performance on an annual basis.*
- *'Leading by example' and providing a basis for raising sustainability awareness at UNEP and UN level.*
- *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 were updated and included as UNEP's EMS objectives. The CNS focused on five (5) main areas for direct and indirect emission reduction efforts: Air Travel (Travel of staff and participants supported by UNEP); Facilities and Office Operations; Staff Engagement

²⁰ UNEP Climate Neutral strategy (2010), http://www.unep.org/sustainability/docs/UNEP_CN_Strategy.pdf

(communication, awareness, and incentives for and recognition of sustainable behavior); Procurement of Products and Services; Environmental and Social Safeguards for Projects. See reference to [Appendix E – \(A\) UNEP Objectives and Targets for 2023-2024](#) in line with the CNS and UN-wide Sustainability Strategy.

In addition, the UN Secretariat Climate Action Plan (UNSCAP) was designed to align operations with the requirements of the 2018 recommendations on climate action from the IPCC [IPCC, (2018)] and the UN system strategy for sustainability management. With an aim at emissions reduction, the UN Secretariat has set implementation targets and timelines by the end of 2019, i.e., *Absolute carbon emissions and per capita reductions of 45% by 2030*; and *Per capita commercial air travel emissions reductions of 15% by 2030*. UNEP has also included UN-Secretariat’s climate action ambitions as part of UNEP’s EMS objectives. See further details in [Appendix E –\(B\)](#).

At the UN level, through the Strategy for sustainability management in the UN System 2020–2030 – Phase I, core environmental aspects and impacts are set as compulsory for all UN organizations to manage. 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”²¹. These aspects have also been taken as reference for the UNEP Environmental Management System and were also part of the 2010 CNS. They are linked to the following indicators/measures as shown:

1. **Greenhouse gas emissions** (e.g., tons CO₂ eq./year and /staff member)
2. **Waste generation and management** (e.g., tons and type of waste generated/year and /staff member, and waste disposal methods used)
3. **Air Pollution** (e.g., removal of ozone-depleting substances and minimization of hydrofluorocarbons)
4. **Fresh water use and wastewater** (e.g., indication of source and amount in m³/year and /staff member)
5. **Biodiversity degradation** (e.g., % of sites for new premises that have been screened for biodiversity impacts)
6. **Staff awareness: awareness raising or training** of staff members on environmental sustainability related to the organization’s functions and operations, as a cross cutting function to address those environmental aspects and impacts.

In addition, the UN System 2020–2030 Strategy Phase I sets out the following commitments that have also been integrated into the UNEP’s EMS objectives:

²¹ Martin R. (1998), *ISO14001 Guidance Manual*, Technical Report NCEDR/98-06, National Center for Environmental Decision-making report.

- *Systematically integrate sustainability considerations into procurement;*
- *Increased understanding and capacity among UN staff on environmental sustainability;*
- *Maximize the resource efficiency and resilience of UN facilities and minimize their environmental footprint;*
- *All large UN events (over 300 participants) are sustainable and climate-neutral; and*
- *ICT management systematically integrates environmental considerations.*

The adoption of both the CNS and the UN-wide Strategy confirmed the need for working on new targets specific to UNEP that are:

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

See [Appendix E Objectives and Targets](#) of the Manual for more details on objectives and targets.



2.5. Environmental Action Plans (EAPs)

The UNEP CNS document, the UN-wide Sustainability Strategy Phase-I, along with the objectives and targets, set the framework and guidelines for devising an **Environmental Action Plan (EAP)**. The EAP details all activities and actions to be carried out over the EMS implementation cycle.

Figure 4 [Environmental Action Plan Templates](#)

UNEP Environmental Action Plans
UNEP EMS EAP Facilities Management
UNEP EMS EAP ICT Management
UNEP EMS EAP Resources Management
UNEP EMS EAP Supply Chain Management
UNEP EMS EAP Events Management
UNEP EMS EAP Travel & Fleet Management

The OaH and in-scope MEA SFPs shall follow the instructions provided by the EAP Templates and develop tailor-made action plans that take into account local specificities, the need of specific commitments and stakeholders, their expertise, etc.

The EAPs at each location shall be developed according to the residual risks identified in the respective local EMS risk register. In other words, actions proposed in the EAPs shall be able to maintain or mitigate the level of risk at each activity (see further details in [Chapter 2](#) and [Appendix C](#)).

The SFPs shall consult with local teams (e.g., management, local experts, peers, landlord, other focal points) during the development of the EAPs. The SFPs shall also consult with the Environmental Affairs Officer at UNEP HQ for further guidance.



Once the EAPs are completed, the SFP shall assign specific tasks, responsibilities, funds and timelines for implementation of the plans. The estimated budget for each action shall be included as part of the EAP and approved by the respective Head of Office at each OAH and in-scope MEA. Any funding required from the UNEP Carbon Fund will be formally approved by UNEP's Director of Corporate Services Division (CSD) on a case-by-case basis. Thus, the Planning phase also identifies the resources, roles, responsibilities and decision-makers. Information on the organizational process should be included in the EAP.



The EAP is a “living” document that will require regular updates in order to include corrective actions needed to achieve the EMS goals. The plan 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 plan will track progress made and difficulties faced and will become a detailed guideline for the evolution of the actions within the EMS. This approach 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 (see [Chapter 4](#)).

The EAPs address main topics, including: travel and fleet, facilities and operations (related to water, waste and energy management), resources and staff engagement, ICT, supply chain, among others. The inclusion of personnel 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.

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

2.5.1. Travel

The air travel component covers all activities/policies implemented regarding air travel and associated emissions. Air travel emissions are produced both by staff and participants in meetings sponsored by UNEP and MEAs. UNEP's emissions from air travel have accounted for the majority of UNEP's climate footprint. Therefore, this emission source is identified as a priority for the UNEP EMS. As a result of UNEP voluntary air travel policies and the implementation of a carbon levy per ton of CO₂ eq. emitted, air travel emissions within UNEP have been decreasing.

The UMOJA BI Reports captures data for all air travels (at UNEP Division, Regional Offices and MEA levels) and is supported by specific software at the UN Secretariat, such as the ICAO travel calculator, to accurately estimate CO₂ emissions produced by air travel. Emissions related to air travel are also included in the **Annual Environmental Inventory**²² (see 2.5.2 section for more information).



Due to the operational shift made during the pandemic and new technical developments, UNEP is partially changing the *modus operandi* of its divisions, by promoting e-communication and e-collaboration as a substitute for some air travel, thus contributing to air travel emissions reduction. UNEP understands that some face-to-face meetings cannot be replaced by online meetings, but much can still be done to partially replace in person meetings with online ones. By better planning of meetings, back-to-back travelling, and reducing some of the face-to-face meetings with online ones we could further reduce UNEP's carbon footprint, improving staff productivity and health, as well as contributing to substantial budget savings.

2.5.2. Facilities and Office Operations

Since 2010, several concrete actions have been undertaken to reduce UNEP GHG emissions. As part of UNEP's CNS, UNEP decided to charge a carbon levy based on building as well as air travel emissions. UNEP is actively promoting sustainable practices for premises management, which mainly include energy, waste and water. UNEP expanded its Nairobi's compound solar panels plant in 2015 and renewable energy use is increasing across UNEP locations. An inter-agency peer review on UNEP corporate environmental management was carried out (2014) and its recommendations were used as guidelines for the EAP development and overall EMS.

The implementation of any emissions reduction strategy should be based on an accurate baseline emission data collection. UNEP therefore compiles its **Annual Environmental Inventory**²², published on an annual basis, which includes facilities and office emissions, among



²² The **Annual Environmental Inventory** is part of the [Greening the Blue Initiative \(GtB\)](#), a UNEP initiative led by the Sustainability United Nations (SUN) team, to engage and support the UN system in the transition towards greater environmental sustainability in the management of its facilities and operations. The SUN team collects data and calculates the footprint of all UN entities in the areas of greenhouse gases, waste and water. As part of UNEP EMS, the UNEP Environmental Affairs Officer and the EMS Team at HQ collect data from each UNEP and in-scope MEA SFP, and submit all data to the SUN team for consolidation at UN level.

others. The inventory captures facilities and office operations activity data for the most significant environmental aspects including electricity consumption, cooling, heating, renewable energy, water consumption and wastewater, waste disposed, and fuel usage for owned vehicles.

Emission factors²³ are used to calculate GHG emissions from the different sources of consumption at the premises. The emissions calculated include those produced for heating, lighting and overall electricity consumption, stationary combustion, refrigerants used 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 established the SUN Facility in 2008, which - among other issues - coordinates and supports the inventory work of the different UN agencies. Within UNEP, the inventory of offices is coordinated through the EMS Team/Environmental Affairs Officer at UNEP HQs.

The GHG inventory serves as a reference for offset purchases to achieve Climate neutrality. Offsets are usually purchased annually and cover 100% of UNEP inventoried emissions. Only Certified Emission Reduction (CER) credits are purchased as offsets.



As part of facilities and office operations, 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](#) was devised and has been implemented for some UNEP operations as well as for green meetings over the years. However, there is still some further work to carry out on this issue, and activities to monitor paper waste production across UNEP locations should be implemented.



Environmental action plans have 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.

2.5.3. Resources

UNEP Operations and Risk Management Unit (Corporate Services Division) assigned a full-time Environmental Affairs Officer to oversee and lead overall environmental sustainability initiatives in the UNEP HQs, OaHs and in-scope MEAs.

The establishment of a Climate Neutral Fund (CNF), financed by a levy on air travel and building emissions (see Air Travel and Facilities and Office Operations sections above), secured funds for the purchase of offsets. The excess of funds is used to cover consultancy fees and other operational costs to improve environmental sustainability.



²³ Emission Factor: average emission rate of a given **GHG** from a given source, relative to a unit of consumption, e.g., kgCO₂/Kwh electricity consumed or kgCO₂/km car travel.

From 2021, an internal carbon levy of USD 40 per ton of carbon equivalent emitted are charged by UNEP 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.

The CNF may also support greening activities in UNEP offices, such as the installation of new solar panels to increase the amount of renewable 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.

Another key element for successful Environmental Management Systems is staff commitment. Staff awareness initiatives have been carried out, such as the development of a [Greening the Blue Tutorial](#), set as mandatory for UNEP and in-scope MEAs personnel, and the dissemination of information on UNEP's climate neutral and sustainability efforts²⁴. Nevertheless, staff awareness still needs to be strengthened, especially on environment/office buildings efficiency. The EAP summarizes the main activities to be carried out under EMS's implementation cycles. These activities will be detailed in a specific report to be produced in the framework of the *Implementation phase*.

2.5.4. Supply Chain

The CNS and the UN-wide Sustainability Strategy Phase I propose to have sustainable products and services procured by UNEP, whenever possible. At the moment the policy for UN Secretariat agencies and programs does not require that green/sustainable procurement occurs in the system unless it can be clearly shown to have a financial benefit to the procurer. However, there are still opportunities to integrate sustainability into UNEP's procurement practices, such as continue training requisitioners, take part of UN Sustainable procurement network, evaluate all tenders against the UN sustainability procurement criteria, or evaluate if there are any financial benefits or not.

2.5.5. Information and Communications Technology (ICT)

Information and Communications Technology (ICT) is central to daily life at UNEP. As technology continues to advance, the ICT colleagues work to focus progress on efficiently and sustainably serving users, offices and broader UNEP activities.

The term ICT can be applied to any piece of technology that helps personnel communicate and interact with one another. ICT equipment includes PCs and monitors, data centers, server rooms, network cables and routers, printers and copiers, telephones and video conferencing equipment, etc. All of this equipment requires the use of resources in manufacture (plastics, metals etc.) as

²⁴ 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.

well as electricity to operate. Sustainable (or green) ICT refers to the minimal use of resources and energy in the manufacture, use and disposal of ICT equipment.

ICT-related energy and environmental issues, such as electricity consumption in data centers, and e-waste are increasingly important to UNEP. The turnover of hardware is quickly becoming one of the greatest waste issues along with associated costs and the social implications of disposing of, often toxic, e-waste. Therefore, there are opportunities to reduce the impact from ICT and UNEP should take advantage of them by developing operational procedures to guide SFPs with implementation e.g., operational procedures for UNEP data centers/service contracts, use of ICT equipment at UNEP, or e-waste disposal at UNEP offices.

2.5.6. Meetings and Events

Although critical for implementing UNEP's mandate, in-person meetings depending on their size and location have a considerable environmental footprint:

- GHG emissions from transportation (air and non-air travel), energy use (electricity, heating and cooling) and food (from meeting venue and participants accommodations);
- Waste generation including paper use, decorations and food;
- Water use and wastewater generation; and
- Accommodation during the event i.e., hotel room stays.

UNEP has included the GHG emissions of the UN Environment Assemblies (UNEA) in its annual reporting and has ensured UNEA climate neutrality. Considering that events/meetings are an aspect that UNEP can have high if not full control over, and that organizing meetings is a big part of UNEP's work, it is included in the EMS. To reduce the environmental impact from UNEP meetings and events, please refer to [UNEP travel guidelines](#).

CHAPTER 3: IMPLEMENTATION

3.1. Introduction

The overall purpose of the 'Implementation' component of the EMS is to ensure that the strategies developed to manage and control the environmental implications of the UNEP activities and operations are put into action, that responsibilities are identified, authority allocated, and associated tasks are administered accordingly.

The Environmental Action Plan (EAP), once approved, identifies the activities to be implemented and sets out the necessary resources (human, financial, etc.) to be made available to achieve the expected results. Other steps in the implementation stage include documentation, following operating procedures, and setting up internal and external communication lines²⁵.

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 under EMS implementation cycles.

ISO 14001 REFERENCE



Refer to Clause 3.5 for further detail on defining the organizational structure for an EMS (see [Appendix F](#), [Section 3.2](#) and [Appendix G](#) of this Manual)

This chapter covers the UNEP EMS organizational structure, roles and responsibilities for the effective implementation and maintenance of the EMS, in addition to awareness and communication approach to UNEP staff at all levels.

3.2. Organizational Chart and EMS Responsibilities

The United Nations Environment Programme (UNEP) is the United Nations System's designated entity for addressing environmental issues at the global and regional levels. It is the leading environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment.

²⁵ Guidance note, *Towards a Common Approach to Sustainability Management in The UN System*, SUN.

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.

Headquartered in Nairobi, UNEP has six regional offices, five sub-regional offices and nine country offices and provides the secretariats for numerous multilateral environmental agreements. An organigram for the organizational structure of the implementation and maintenance of the UNEP EMS is illustrated in [Figure 5](#) and [Figure 6](#).

Figure 5 UNEP organizational chart and UN-system involved parties

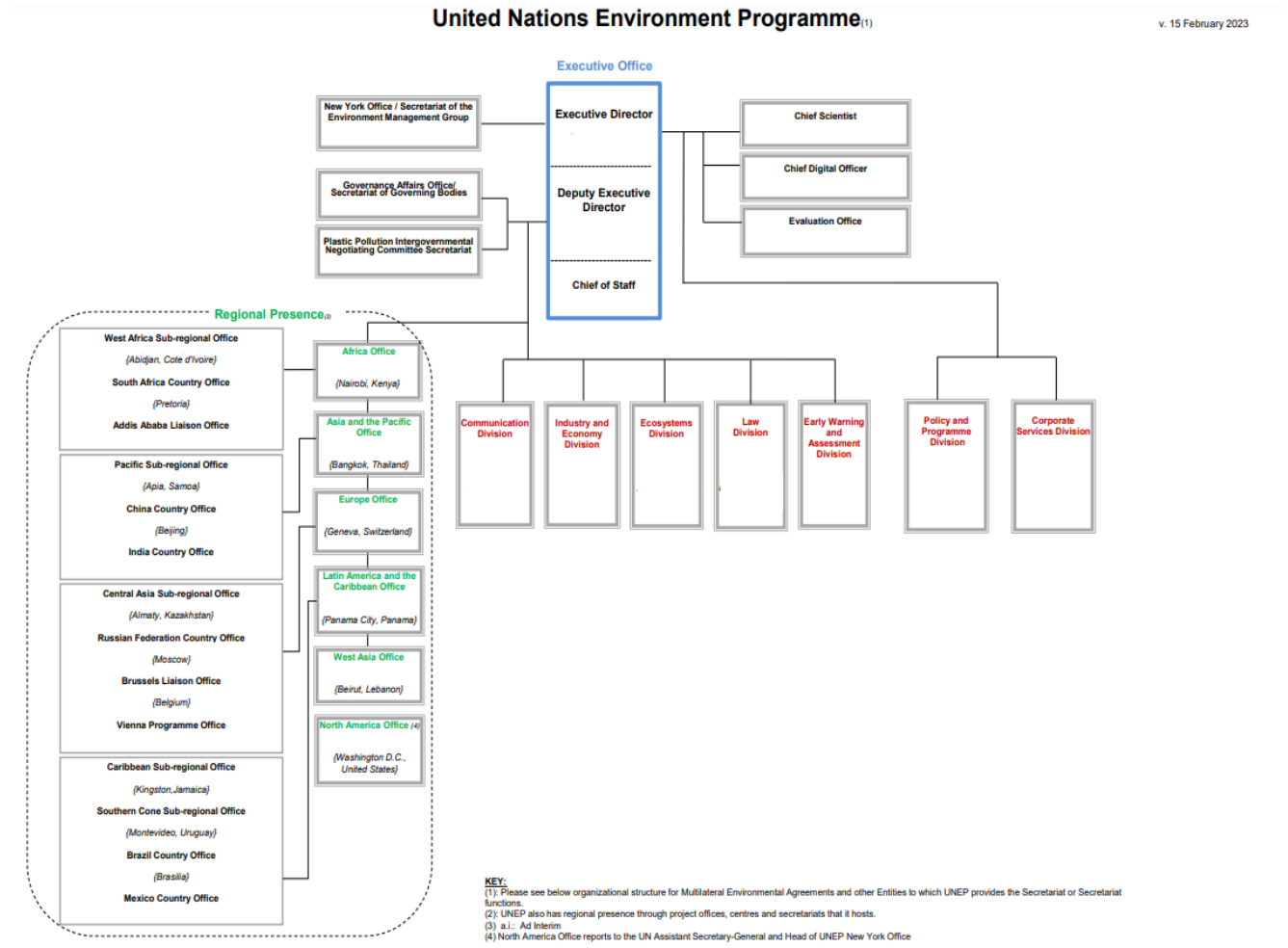
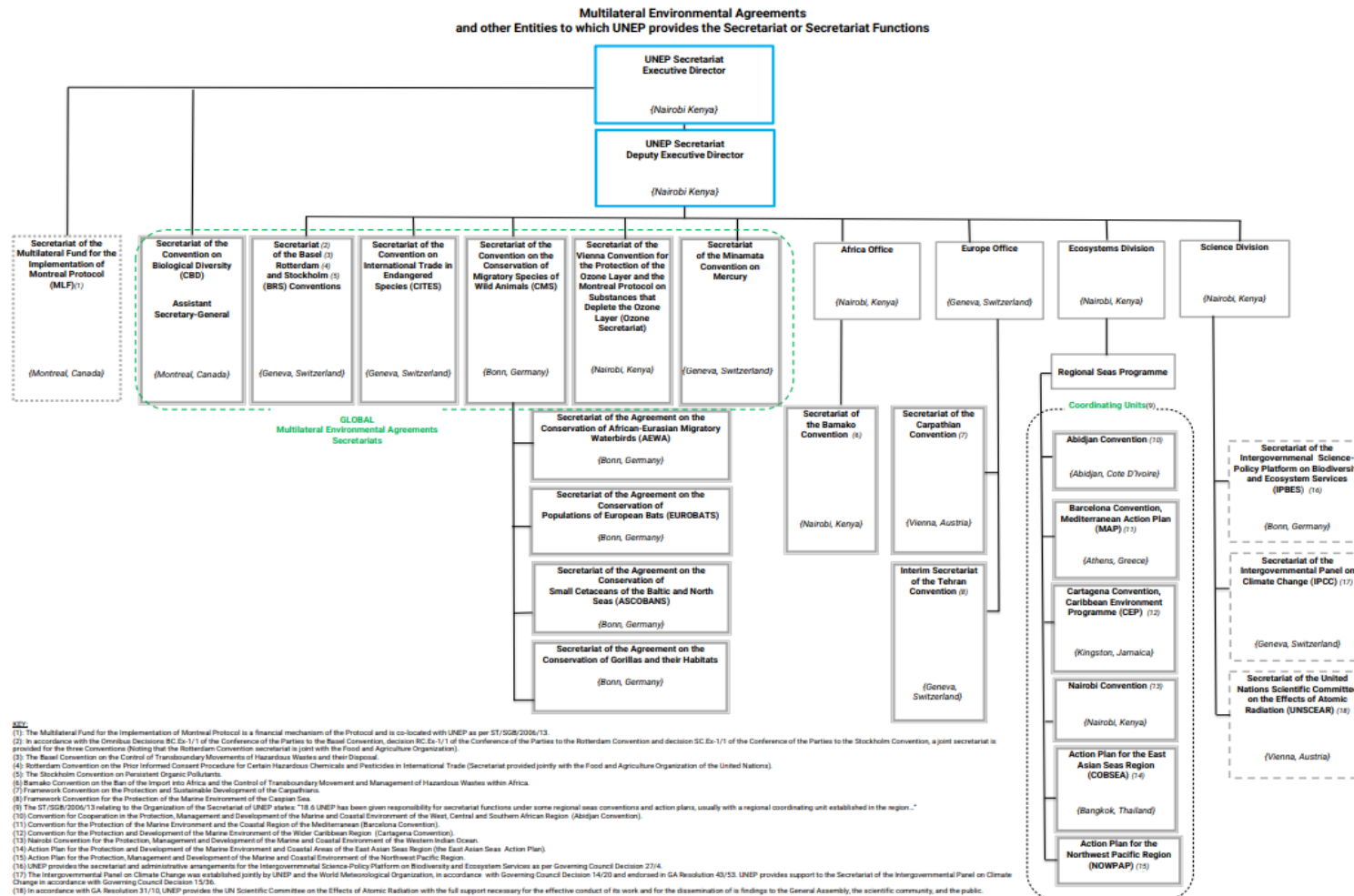


Figure 6 *UNEP organizational chart and Multilateral Environmental Agreements*

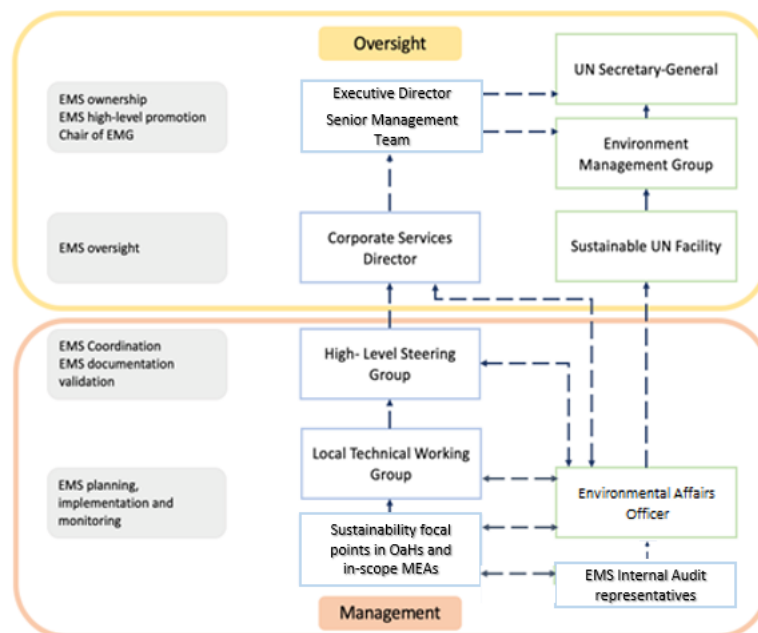


UNEP intends to integrate the EMS implementation and approval process within its ordinary management process. EMS activities will be included in the UNEP Annual report, the Programme Performance Report (PPR) and in the data collection platform (EnviroData-aPP) for reporting under the UNEP EMS. The overall goal is to include environmental sustainability as a key criterion in all UNEP activities and management processes over the longer term.

Senior management shall ensure the availability of resources essential to establish, maintain and improve the EMS. Resources include human resources and specialized skills, organizational infrastructure, technology, and financial resources. All staff should clearly understand their environmental roles and responsibilities, as well as understand the importance of the environmental objectives and targets that they can affect.

UNEP ensures 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.

Figure 7 UNEP EMS governance structure for the second EMS cycle



The following stakeholders have been identified for effective implementation of the Environmental Management System.

- Senior Management Team (SMT)
- High-Level Steering Group
- Corporate Services Division (CSD)

- EMS Team and Technical professionals
- UNEP EMS/Sustainability focal points (SFPs) – (HQ and OaHs and in-scope MEAs)
- EMS Internal Audit representatives

The **Senior Management Team (SMT)** is chaired by the UNEP’s Executive Director and includes members such as Directors of Divisions, Regional offices and Multilateral Environmental Agreements (MEAs).

- Overall responsibility and accountability for the performance and continual improvement of the UNEP EMS;
- Conduct the Management Review process of the EMS implementation annually;
- Approve EMS Objectives and Targets;
- Review and approve the EMS manual and its amendments;
- Ensure adequate resources are available for effective implementation; and
- Appoint SFPs for OaHs and MEAs.

The **High-Level Steering Group** is chaired by the Head of Operations and Risk Management (ORM) Unit - Corporate Services Division (CSD). The Chair sends a call for participation to the different Group’s members including representatives from main divisions, regional offices, and environmental management experts. See more details in [Appendix G](#) Terms of Reference.

- Review and provide recommendations for the overall EMS design and implementation, including documentation (e.g., Initial Environmental Review, Procedures, Action plans, etc.);
- Inform their respective division of the EMS efforts and achievements;
- Representatives from each UNEP Regional Office, main Division, and in-scope MEAs are part of the group, in addition to the chair and the EMS coordinator: high-level participants (P5 and above); and
- Meet on a quarterly basis.

The **ORM Unit – CSD** coordinates and manages the planning, implementation, monitoring, and reporting of the EMS and ensures financial resources are available for continuous improvement of the system via the “Climate Neutral Trust Fund”.

The **Environmental Affairs Officer** at UNEP ORM Unit – CSD has been designated as EMS Coordinator at UNEP-wide level. The Officer is in charge of ensuring that the EMS requirements are established, implemented and maintained in accordance with the EMS Manual guidelines. The Officer will also report on the performance of the EMS to the Senior Management Team and CSD, among others.

- Ensure EMS requirements are established, implemented and maintained across UNEP – including all documentation (manual, procedures, objectives and targets, action plans, etc.);

- Establish, maintain, and coordinate the implementation of the Environmental Risk Management Approach, including liaison with Enterprise Risk Management Focal Points and SFPs for the escalation of environmental risks into UNEP Risk Universe;
- Assist and follow up with the SFPs on the implementation of EMS and Environmental Action Plans to improve UNEP’s environmental performance;
- Manage monitoring and reporting of EMS and environmental performance (e.g., UN-wide/Greening the Blue annual environmental and GHG inventory, quarterly Steering Group meetings, biannual SMT meetings, UNEP ED Compact, etc.);
- Support the implementation of evaluation and review processes for the continual improvement of the environmental management system (e.g., annual Management Review, internal audit, etc.); and
- Raise awareness of the UNEP’s environmental sustainability efforts internally (personnel, staff, management, WeCollaborate, etc.) and externally (member states, UN Sustainability networks, UNEP website, etc.)

Each UNEP OAH and in-scope MEA (contributing to the annual GHG emissions inventory) will appoint an officer in charge of implementing and monitoring the EMS at the local level. 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 point (SFP)**.

- Identify significant environmental aspects through the Environmental Risk Management approach and maintain a risk register at each office;
- Put in place Environmental Action Plans and implement them at office level;
- Liaise, support, and follow up with facilities managers for data collection, reporting and monitoring of environmental performance; and
- Report and monitor annually the environmental data for the UNEP environmental and GHG emission inventory.

EMS dedicated staff contribution to the EMS implementation and improvement is key. SFPs in OaHs and in-scope MEAs will closely liaise with the Environmental Affairs Officer and EMS Team while developing their local action plans and agree on the timeframe for action as shown in the [EMS Implementation Timetable](#). This will ensure that the action is coordinated and developed simultaneously in all offices after the submission of Environmental Risk Registers.



The **Internal Audit team** has Internal Audit training and developed capabilities on internal audit procedures related to environmental management systems. This team consists of focal points from UNEP, MEAs and other UN entities that can be appointed to conduct internal audit for environmental management systems both within UNEP and across the UN-wide system. The team is responsible for planning internal audits, conducting audits and developing internal audit reports with corrective actions for the improvement of the environmental management systems.

3.3. EMS Staff Training, Awareness and Communication



UNEP will ensure that all staff members and personnel are duly informed about the establishment of an EMS. Communication will be both internal and external.

- A) **Internal communication** is of two types: a) EMS management team communication; b) Communication with personnel. 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 personnel not directly involved in EMS management, but indirectly through their environmentally sustainable behavior in the workplace.

SFPs will participate in meetings (e.g., MS Teams network) and training sessions (e.g., Corporate Academy and online workshops). This will enable staff to perform their EMS duties and be fully aware of:

- The importance of compliance with the EMS Environmental Policy, the EMS requirements, and other commitments (e.g., Secretariat's Climate Action Plan);
- The significant environmental aspects targeted by the EMS, the activities planned and the benefits of improved environmental performance; and
- Their roles and responsibilities *vis à vis* the EMS implementation.

When available, SFPs at divisions 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 the UNEP level.

- B) **External communication** is the sharing of information, experience and tools with relevant stakeholders, such as other UN agencies, other private/public institutions, UNEP Committee of Permanent Representatives, among others. External communication is largely supported by the Greening the Blue (GtB) campaign.

The EMS team and the Environmental Affairs Officer at UNEP HQs, with the help of the Communication Division, will be in charge of promoting and carrying out communication activities to sensitize UNEP personnel based in Nairobi Gigiri Compound as well as in outposted offices. Depending on the needs and the type of activities, some initiatives will target UNEP and in-scope MEA personnel only in specific duty stations.

In most cases, a decentralized approach will be adopted with the Headquarters' EMS team initiatives implemented in the Nairobi Gigiri Compound and replicated, if applicable, in outposted offices through SFPs in each office.

Communication will target UNEP personnel worldwide and will be disseminated using existing channels and tools, of which the main ones are listed below:

- The Greening the Blue website
- The UNEP sustainability website and in-scope MEA sustainability websites
- The UNEP Intranet
- Social media pages, such as the UNEP Facebook page, etc.
- Printed promotional material (Posters, banners, etc.)
- Tailored emails to staff sent through specific email accounts, such as the Greening the Blue Nairobi, WhatsUp, UNEP Chief of Staff and landlord’s awareness raising campaigns and events, Face-to-face meetings – such as town halls, brown bags, Planet Unplugged sessions, WeShare sessions, etc. – counting with leadership participation Online environmental sustainability training modules on UNEP [Corporate Academy](#) or the [Greening the Blue Tutorial](#) (Smart Course) which is mandatory for all staff.

Additional tools and communication channels will be adopted as needed to improve the information flow.

3.4. Documentation Management and Record-Keeping

All final documents establishing the EMS and subsequently produced reports must be accessible to all UNEP and in-scope MEA staff. UNEP EMS documents are shared in the specific folder, named “Environmental Sustainability”, within [WeCollaborate](#) and SFP MS Teams online network. This folder will be regularly updated by the Environmental Affairs Officer in charge of documents/reports preparation and dissemination. The website includes the following sections:

- Policy and Guidelines: including EMS policies (all documents supporting at UN/UNEP level EMS policies and establishment); the EMS Manual and background documents (i.e., procedures, templates, etc.);
- Risk Management: including an overview of the methodology to identify significant environmental aspects to be managed through action plans. It also includes EMS folders for each specific office/location (local environmental risk registers, local action plans, etc.);
- Monitoring and Reporting: including EMS implementation documents, EMS evaluation and review (peer review documents, EMS updates indicating the year of update, corrective action reports, annual management review, internal audits, etc.).



The website will be updated as needed. Key documents are also stored on the CSD MS Teams and UNEP EMS Network (Focal Points) MS Teams.

All EMS documents should be numbered and referenced including responsible person, date and version of the latest update to facilitate reference.

CHAPTER 4: EVALUATION, REVIEW AND REPORTING

4.1 Introduction

“Monitoring of operations helps evaluate whether targets are being met. If not, the organization takes corrective action”.²⁶ Monitoring and measurement activities will take place on a regular basis. The evaluation and reporting phase is crucial to ensure that EMS guideline documents are followed and that progress has been achieved. This phase is mainly implemented at the internal level. It is divided into three phases:

- a) **Annual monitoring:** The annual review (EMS Progress Reports) is carried out by assessing EMS performance on an annual basis, based on results from the annual environmental and GHG emissions inventory, management review reports, etc.
- b) **Mid-term evaluation:** The mid-term review/audit (in the second year of the EMS cycle) is conducted by internal auditors (e.g., within UNEP and MEA’s internal auditors) and is key in identifying preventive/corrective actions before the end of the EMS cycle. These actions will facilitate the achievement of the EMS’s expected results.
- c) **End of cycle evaluation:** The overall EMS will be assessed every four years as part of the end of cycle evaluation. This review is carried out by an internal audit team made up of staff not directly involved in the EMS implementation in UNEP, (e.g., appointed internal auditors from other UN entities or SUN Team). This review takes place at the end of the EMS implementation cycle to evaluate both the achievements and implementation process/efforts.

ISO 14001 REFERENCE



Clause 4.4.3 for further detail on monitoring and measuring the implementation and effectiveness of the EMS (see [Chapter 4](#))

Clause 4.5.2 for further details on addressing non-conformances and implementing corrective and/or preventative actions (see [Section 4.4](#))

Clause 4.5.4 for further detail on EMS Audit ([Section 4.3](#), [Section 4.4](#) and [Appendix H](#))

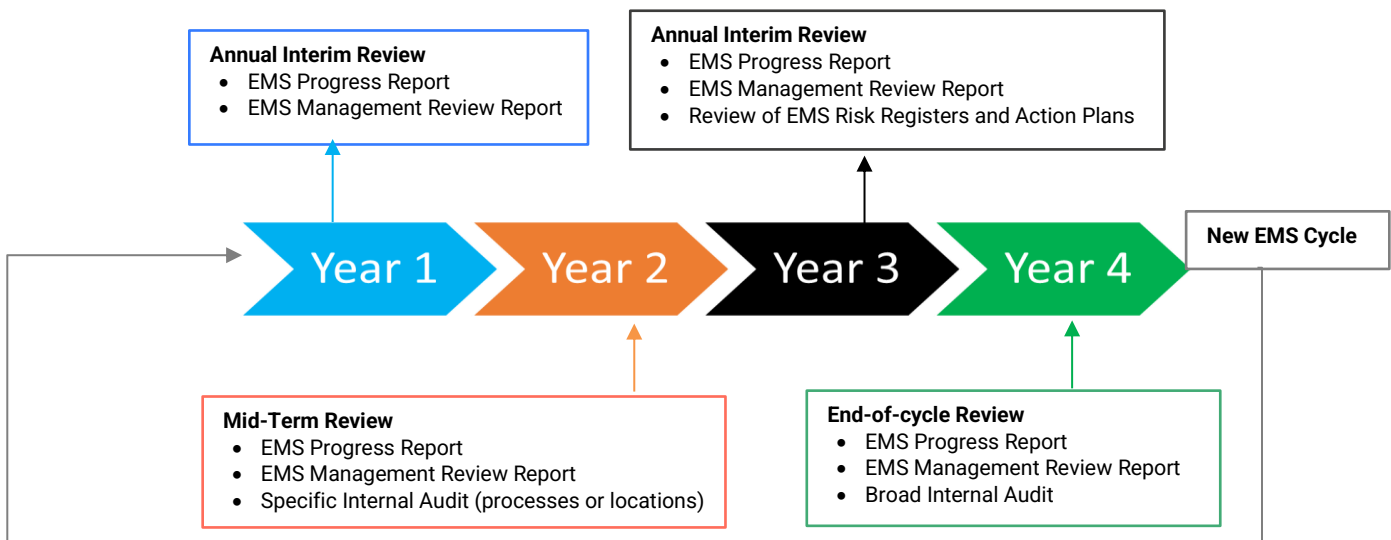
Refer to Clause 4.6 for further detail on the Management Review (see [Section 4.2.1](#))

UNEP refers to the operational procedure “*Procedure for Internal Audit*” (see [Appendix H](#) in the Manual) to ensure consistency in applying the methods for planning and conducting internal audits. The aim is that every UNEP office undergoes an internal audit by the appointed internal

²⁶ Guidance note, *Towards a Common Approach to Sustainability Management in The UN System*, SUN

auditors (e.g., from other UNEP locations, MEAs, other UN entities, or SUN Team) to evaluate compliance with the EMS and determine if the EMS has been implemented properly.

Figure 8 UNEP EMS reviews and audits for the EMS cycle



4.2 Annual Monitoring

The EMS Team and the Environmental Affairs Officer, in consultation with the High-Level Steering Group and the relevant Function / Division Director(s) if necessary, shall establish a monitoring approach to the following areas:



- The achievement of EMS objectives and targets and the progress of programmes;
- The effectiveness of measures for managing and controlling the significant environmental aspects of activities identified through the Environmental Risk Assessment approach; and
- The conformity of environmental commitment and other requirements related to UNEP’s environmental aspects.

The EMS Progress Report allows the tracking of information related to the implementation of environmental action plans at three levels: 1) UNEP-wide, 2) HQ and 3) Office level and in-scope MEAs. Some of the areas being monitored are the activities to be performed to improve environmental performance against established targets. In addition, responsibilities and resources are also recorded to ensure proper handover in case new focal points are appointed.

Figure 9 EMS Progress Report

Scope	Management Function	Target	Action plan	Responsibilities	Financial Resources	Status	Timeline	Tracklog	Comment	Focal Points
UNEP organizational level										
UNEP office level										
UNEP HQ										

The Environmental Affairs Officer coordinates with each SFP and collects information via [Annual Environmental Inventory templates](#) to allow the update of the EMS progress reports at the office location level. The Environmental Affairs Officer is also responsible for updating the Progress report at the UN-wide level but also at the HQ level, with support from the HQ SFP.

4.2.1 Annual Management Review

Annual Progress reports are taken into account in the development of the annual Management Review reports. “Top management reviews the results of the evaluation to see if the EMS is working effectively. 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”²⁷.

UNEP shall undertake a periodic formal evaluation of the EMS to assess the suitability, adequacy, and effectiveness of the EMS and to identify improvements that will need to be incorporated into the EMS.

The involvement of top-level management for the EMS is key. Senior management review of EMS will take place on an annual basis. It will be undertaken by the UNEP EMS High-Level Steering Group and the Senior Management Team (SMT), based on the results of Progress Reports and Internal Audits as well as additional supporting documents prepared by the Environmental Affairs Officer, the EMS team, UNEP SFPs and in-scope MEA SFPs.

Figure 10 Key considerations in management review

Items reviewed	Information to be considered
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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

SMT may request any additional information relevant to the EMS review from the Environmental Affairs Officer and UN entities in charge of internal audit. The Officer will oversee the

²⁷ Guidance note, *Towards a Common Approach to Sustainability Management in The UN System*, SUN

implementation of any corrective measures to be taken and will report to the UNEP High-Level Steering Group and the SMT on the progress made within one year of the Annual Management Review.

CSD ORM presents the management review report to the SMT together with a letter on the implementation, achievements and difficulties faced. All SFPs will prepare a summary of the EMS progress in collaboration with the Environmental Affairs Officer and the EMS team. This information will be sent by their regional director to the CSD ORM team.



SMT members will be provided with all required supporting documents to approve the management review report and integrate it within their EMS review. The review consists of a letter including a summary of the recommendations and revisions to become part of EMS implementation and/or integrated into its Action plan. This letter is shared with the SMT member to formally approve the new elements of the EMS and send it to the Environmental Affairs Officer for further action.

At least annually, the EMS Team/Environmental Affairs Officer shall schedule a Management Review Meeting to review the UNEP EMS with the SMT. If requested, the SFPs shall attend the Management Review Meeting or send an appropriate appointee.

In preparation for the Management Review Meeting, the EMS Team/Environmental Affairs Officer will schedule a planning meeting with the EMS High-Level Steering Group. This Group will review the environmental information distributed by the Environmental Affairs Officer in preparation for the meeting. The Group will also suggest changes to the EMS documents to ensure the continual suitability, effectiveness and improvement of the EMS.

Four weeks in advance of the meeting the EMS Team/ Environmental Affairs Officer shall collate and summarize the required environmental information for the Management Review Meeting. The SFP shall support the Environmental Affairs Officer in collating and summarizing the environmental information required for the Management Review Meeting.

Figure 11 Checklist for the annual Management Review meeting

ITEM	YES/NO	ACTION
What is the level of compliance of the EMS with its stated Environmental Policy, legal requirements, strategic objectives and targets, and associated EAPs?		
Have there been any incidents associated with the implementation of the EMS?		
Have there been any internal audits of the EMS?		
What has been the focus of any corrective/preventative actions undertaken?		
Have there been any external comments or complaints regarding elements of the EMS?		
Is the focus of the UNEP EMS still relevant - for example: <ul style="list-style-type: none"> • Have there been any changes to the legal register, or the nature of environmental issues associated with the EMS? • Have there been any new offices or scope of facilities added to the EMS? Is the coverage of the EMS to be expanded? 		
Have there been any administrative difficulties associated with environmental management resources?		

What improvements can be made to the EMS and why?		
How can these improvements be made?		

At least two weeks in advance, the EMS Team/ Environmental Affairs Officer shall distribute the Management Review information prior to the Management Review Meeting.

Prior to the meeting, the EMS High-Level Steering Group and the SMT shall review and assess the available information to determine the effectiveness of the UNEP EMS and to identify opportunities for improvement. When needed, the SFPs shall also review the environmental information distributed by the Environmental Affairs Officer in preparation for the Management Review Meeting.

The EMS Team/ Environmental Affairs Officer and the SMT shall then propose amendments to EMS, discuss, and make decisions at the Management Review Meeting. The Environmental Affairs Officer will also maintain records of the Minutes of the Management Review Meetings.

Within two weeks after the Management Review Meeting, the EMS Team/ Environmental Affairs Officer shall revise EMS documents as dictated by the decisions made during the Management Review Meeting and submit them for approval. The SMT shall review and approve within one month.

After SMT’s approval, the EMS Team/ Environmental Affairs Officer shall distribute and communicate the approved changes to the EMS documents with the rest of the EMS Network (SFPs, EMS High-Level Steering Group, and relevant local teams).

4.3 Mid-term Evaluation



As part of the EMS, UNEP should monitor and measure conformance with performance criteria and requirements for UNEP activities and operations (e.g., Secretariat Environmental Policy, International Environmental Standards, Greening the Blue recommendations, etc.).

Mid-term internal audits of processes or locations are carried out by internal auditors (e.g., UNEP, MEAs or SUN Team) and auditees (i.e., Environmental Affairs Officer and SFPs at each location). The internal audit team prepares an internal audit report including the preventive and corrective actions to be taken to align compliance and continuous improvement. Auditees shall then present a summary report of internal audit findings to the UNEP Steering Group. In addition, all internal audit reports from mid-term internal reviews shall be consolidated, summarized, and presented to the Senior Management Team.

As a result, the Environmental Risk Registers, the EMS action plans, and related guiding documentation will need to be revised and updated by the Environmental Affairs Officer and each SFP every two years (mid and end of the EMS cycle).

4.4 End of Cycle Evaluation

The EMS end of cycle review at the Nairobi office (Headquarters) is carried out by internal auditors from another UN Entity or a member of the SUN Team. These selected auditors should not have been involved in the implementation of UNEP EMS. The Environmental Affairs Officer and UNON (landlord) provide the audit team with all information (mid-term reports, management reviews, etc.) to ensure accurate and informed assessment. The audit team prepares an evaluation report and shares it with the Environmental Affairs Officer and Head of ORM at CSD for comments. The Environmental Affairs Officer and Head of ORM provide their comments to the auditor that may, at their discretion, decide to fully or partially include them.

At OaHs and MEAs, the EMS end of cycle review is carried out by internal auditors from another UN Entity. In the instance that no internal auditor from another UN Entity is available, this will be carried out by trained internal auditors from Operations and Risk Management (ORM) at UNEP CSD. The SFP and respective Facility Manager (landlord) provide the audit team with all information (mid-term reports, etc.) to ensure accurate and informed assessment. The audit team prepares an evaluation report and shares it with SFP and Environmental Affairs Officer for comments. The SFP and Environmental Affairs Officer provide their comments to the internal auditor that may, at their discretion, decide to include them (also partially).

All non-conformances identified during the internal audit are to be reported to the EMS Team/ Environmental Affairs Officer at Headquarters and the Office Manager/Director at the respective office. All identified non-conformances are to be recorded on a Non-Conformance Report Form.

Figure 12 Sample of Non-Conformance Report

Non-Conformance Report			
Non-Conformance No:		Date recorded:	
Identified by:		Office/Division:	
Description of Non-Conformance:			
Cause of Non-Conformance:			
Proposed corrective actions to be taken to prevent recurrence:			
Auditor Name:	Sustainability Focal Point:	Date for action to be completed by:	
Evidence provided to demonstrate closure of Non-Conformance:			
Auditor Name:	Non-Conformance Closed: (Yes/No)	Date:	
Further information:			

A summary of findings, non-conformances and recommendations from internal audit exercises are consolidated, reported and presented to the UNEP Steering Group and Senior Management Team.

The source or cause of the non-conformance is identified, allowing for the development of appropriate and effective corrective action. Corrective action shall be documented, together with an agreed timeframe for implementation.

A review of the effectiveness of the corrective action will be undertaken by the EMS Team/ Environmental Affairs Officer and the SFP at the respective office. If the non-conformance persists after the implementation of corrective action alternative solutions are to be examined until the closure of the non-conformance can be successfully achieved.

On the successful closure of the non-conformance, the Non-Conformance Report will be signed off by the Office Manager/Director at the respective office.

The EMS Team/ Environmental Affairs Officer shall work with the EMS Steering Group to define the evaluation of compliance and have the overall responsibility for ensuring that monitoring requirements are implemented.

The SFPs and Office Managers/Directors shall ensure that the control procedures / instructions relevant to their teams are followed by their staff, that all monitoring requirements are implemented properly, and that all nonconformities are reported to the EMS Team/ Environmental Affairs Officer at Headquarters.

Reoccurring non-conformances, significant deviations from legislation, procedures or environmental policy or non-conformances that pose an environmental risk will be reported to SMT for further investigation.

APPENDIX

[Appendix A – Historical UN-wide and UNEP Commitments](#)

[Appendix B – UNEP Environmental Policy Statement](#)

[Appendix C – ESP 001 Register of Significant Environmental Aspects and Impacts \(September 2023\)](#)

[Appendix D – Review of 2010 Climate Neutral Strategy efforts \(April 2023\)](#)

[Appendix E – Objectives and Targets \(April 2023\)](#)

[Appendix F – UNEP EMS Responsibilities and duties \(April 2023\)](#)

[Appendix G – Terms of Reference for the UNEP High-Level Steering Group on EMS \(April 2023\)](#)

[Appendix H – ESP 002 Internal Audit Program \(September 2023\)](#)

[Appendix I – UNEP EMS Manual notes to in-scope MEAs \(September 2023\)](#)



Appendix A – Historical UN-wide and UNEP Commitments

UN Commitments

- a) The **2007 Secretary-General's initiative 'Greening the UN'** calls for the UN system to move towards a greener and more sustainable UN. This initiative aims at minimizing the UN system's ecological footprint and ultimately to make the UN 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.²⁸
- 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 UN agencies, funds and programs committed to moving their respective organizations towards climate neutrality to record, reduce and offset their Headquarters, facility operations centers and travel emissions.²⁹
- c) Proceedings of the **Environment Management Group (EMG)** annual meeting in **2007**. The EMG defined a UN Climate neutral strategy and stressed the need for the UN to include sustainable development considerations in UN management, i.e., exploring the possibilities for sustainable procurement.³⁰
- 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 16th meeting in September 2010. The Issue Management Group on Sustainability management in the UN (IMG), supported by the Sustainable United Nations facility (SUN), has overseen 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 the 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.³¹

²⁸ <http://www.un.org/press/en/2007/sgsm11028.doc.htm>

²⁹ http://www.unsceb.org/CEBPublicFiles/press/CEB_Moving%2520towards%2520a%2520climate%2520neutral%2520UN_0.pdf

³⁰ www.unemg.org/meetings/emg-senior-officials-meetings/35-13th-senior-officials-meeting-som13-2007

³¹ www.greeningtheblue.org/sites/default/files/strategic%20plan%20for%20sustainability%20management%20in%20un%20version%208%20-%202023%208%20202011%282%29.pdf

- 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”.³²
- f) The **2013 HLCM and CEB Directive** to work on environmental aspects above and beyond carbon management. The HLCM 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 HLCM 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’.³³
- g) The **System-wide Road map for United Nations climate neutrality by 2020 (2015)** as a strategic approach to improving its overall environmental performance in the workplace, achieve climate neutrality, and leverage system-wide initiatives. The CEB endorsed the road-map and committed itself to reaching climate neutrality by 2020 (CEB/2015/1).
- h) The **Action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management (2017)** endorsed by the General Assembly (A/RES/72/219). The plan through the implementation of environmental management systems, aim to integrate sustainable development practices into the Secretariat’s operations and facilities management and control any negative impact on the climate therefrom (A/72/82).

UNEP Commitments

- i) **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 UNEP 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”.³⁴

³² www.uncsd2012.org/content/documents/727The%20Future%20We%20Want%2019%20June%201230pm.pdf

³³ www.unsceb.org/CEBPublicFiles/Report_HLCM_25th_Session.pdf

³⁴ http://www.unep.org/sgb/prev_docs/95_GC18_report.pdf

Appendix B – UNEP Environmental Policy Statement



1. UNEP Environmental Policy Statement for EMS establishment

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.

Signature:  Date: 24/08/15

Achim Steiner
Executive Director
United Nations Environment Programme (UNEP)



2. About UNEP

Mission: "To provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations."

Mandate: "To be the leading global environmental authority that sets the global environmental agenda, that promotes the coherent implementation of the environmental dimensions of sustainable development within the United Nations system and that serves as an authoritative advocate for the global environment"

3. EMS Background and entities involved in UNEP Climate Neutrality initiative

Over the last seven years, UNEP has been supporting the reduction of GHG emissions generated by its operations. Since 2008, UNEP has been climate neutral by annually offsetting its recorded emissions. The GHG inventory carried out on an annual basis has proved to be highly accurate and is continuously increasing its comprehensiveness year after year. Based on the GHG emissions recorded for each UNEP division/office/programme/convention that agreed to be part of the Climate Neutral initiative a carbon levy is charged (equal to USD 20/ton CO₂ eq). The funds collected are used for emission offsetting and to support sustainability initiatives promotion and implementation. The table below reports all UNEP entities that accepted to be part of the Climate Neutral Initiative and those that opted out.

UNEP Divisions/Programmes/Offices/Conventions contributing to the Climate Neutral Fund	UNEP Conventions not part of UNEP Climate Neutral Initiative
Regional Support Office (RSO)	Secretariat of the Basel Convention
Division of Technology, Industry and Economics (DTIE)	Secretariat for the Convention on International Trade in Endangered Species
Division of Environmental Policy Implementation (DEPI)	Secretariat for the Convention on Biological Diversity
Division of Environmental Law and Conventions (DELCC)	Secretariat for the Convention on the Conservation of Migratory Species
Division of Early Warning and Assessment (DEWA)	Secretariat for European Bats Agreements
Division of Global Environment Facility Coordination (DGEF)	Secretariat for the African-Eurasian Waterbird Agreement
Division of Communications and Public Information (DCPI)	Secretariat for the Agreement on the Conservation of Small Cetaceans of the Baltics
Executive Office (EO)	Secretariat for the Conventions on Persistent Organic Pollutants (Stockholm)
Regional Office for Africa (ROA)	Secretariat for the Convention on Prior Informed Consent (Rotterdam Convention)
Regional Office for Europe (ROE)	Secretariat for the Vienna Convention for the Protection of the Ozone Layer
Regional Office for Asia and the Pacific (ROAP)	
Regional Office for North America (RONA)	
Regional Office for West Asia (ROWA)	
Secretariat of Governing Bodies (SGBs)	
Secretariat for the Multilateral Fund for the Implementation of the Montreal Protocol	



Regional Seas	
Mediterranean Action Plan (MAP/MEDU)	
Caribbean Environment Programme (CAR/RCU)	
Abidjan Convention	
Nairobi Convention	
North-West Pacific Action Plan (NOWPA/RCU) - Toyama	
North-West Pacific Action Plan (NOWPA/RCU) - Busan	

4. EMS Summary table

EMS definition	Comprehensive, systematic, planned and documented set of processes that provides an organization with information on and ability to manage its environmental performance.	
EMS overall goal	Reduce UNEP environmental impact and increase its operating efficiency	
Selected environmental aspects	1. GHG emissions 2. Waste generation and management 3. Fresh water use and management 4. Staff awareness 5. Energy use and management	
EMS cycle duration	4 years (1st cycle 2015-2019)	
Approach	Decentralized (UNEP HQ + Main UNEP offices, tailor-made solutions)	
	UNEP Headquarters	Acting as: EMS Coordination team
UNEP Offices actively involved in EMS implementation	UNEP Offices actively involved in EMS implementation	
		Offices with more than 10 staff
UNEP Offices actively involved in EMS implementation	UNEP Headquarters (HQ)	Nairobi, Kenya
	Regional Office for Europe (ROE)	Geneva, Switzerland
	Regional Office for Asia and the Pacific (ROAP)	Bangkok, Thailand
	Regional Office for North America (RONA)	Washington DC, US
	Regional Office for West Asia (ROWA)	Manama, Bahrain
	Division of Technology, Industry and Economics (DTIE)	Paris, France
Additional UNEP Offices to be included as active EMS Implementers	International Environmental Technology Centre New York Office	Osaka, Japan New York, USA
	Mediterranean Action Plan (MAP)	Athens, Greece
	Caribbean Environment Programme (CEP)	Kingston, Jamaica



5. EMS Reference documents and Action Plans to be developed (2015-2016)

<p>EMS reference documents and outputs</p> <p>(Mostly decentralized, to be developed to meet the needs and features of local Offices. HQ will supervise, coordinate and guide the Action plans development in OAHs, although these will be prepared by UNEP Sustainability Focal Points in each office).</p> <p>To be prepared in 2015-2016 (1st EMS year)</p>	<p>EMS Manual</p>	<p>Reference document named as "Manual" including the EMS policy statement, involved actors, roles and implementation procedures. Serves as guideline document especially for OAHs and future HQ staff involved in the EMS implementation.</p>
	<p>EMS Annexes</p>	<p>Annex 1. Overall EMS Action Plan (for all offices) Annex 2. Expected timetable for EMS implementation Annex 3. Review of the Climate Neutral Strategy achievements to date</p>
	<p>Key EMS Action plans</p>	<p>Awareness and communication activities plan (to be produced as of 2015)</p> <p>Update on paper smart policy implementation (to be produced as of 2015)</p> <p>Waste management improvement report: baseline study, weaknesses assessment and new actions/initiatives to be undertaken (to be produced as of 2015 including the recommendations of the 2014 peer review report)</p> <p>Water management improvement report: baseline study, weaknesses assessment and new actions/initiatives to be undertaken (to be produced as of 2015 including the recommendations of the 2014 peer review report)</p> <p>Energy efficiency improvement report: weaknesses assessment and new actions/initiatives to be undertaken (to be produced as of 2015 including the recommendations of the 2014 peer review report)</p> <p>UNEP travel policy review (subject to 5/101/5)</p>

6. EMS Policy background

EMS Policy Background	UNEP level
	<p>2014/2015 - 5/10/15 UNEP Initiative</p> <p>In action.</p> <p>EMG initiative: UNEP buildings in Geneva and Nairobi peer reviewed with regard to their environmental management (GHG emission, air travel, facilities, water and waste management). The recommendations have been/will be included in the EMS action plan(s)</p>
	<p>2014 - Peer Review of corporate environmental management in UNEP</p> <p>Strategy that sets out specific objectives, actions, responsibilities and deadlines to ensure that UNEP meets its climate neutral commitment. It envisaged the development of an EMS for UNEP</p>
	<p>2010 - UNEP Climate Neutral Strategy (CNS)</p> <p>Calls for the promotion of best practices in environmental housekeeping for UNEP headquarters and in its regional offices.</p>
	<p>1995 - UNEP's Governing Council's decision 18/10</p>
	<p>UN-wide</p>
	<p>2013 - HCLM and CEB Directive</p> <p>Commitment to developing and implementing of EMSs in each UN organization going beyond carbon management only</p>
	<p>2011 - EMG Strategic plan for environmental sustainability management in the UN system</p> <p>Strategic plan providing the rationale for and a step-by-step approach to the implementation of a Sustainability Management System (SMS) in the United Nations System</p>
	<p>2007 - CEB decision to move the UN system towards climate neutrality</p> <p>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 climate neutrality to record, reduce and offset their headquarters, facility operations centres and travel emissions</p>
	<p>2007 - Secretary-General's initiative 'Greening the UN'</p> <p>Calls the UN system to move towards a greener and more sustainable UN and make the United Nations a climate-neutral organization</p>

Appendix C – ESP 001 Register of Significant Environmental Aspects and Impacts (September 2023)



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Purpose

This procedure provides guidance for identifying and evaluating the environmental aspects and impacts related to the activities carried out by UNEP and determining the significance of these aspects. The procedure also applies to those indirect aspects arising from works carried out by UNEP's suppliers and contractors.

The evaluation should result in a determination of whether UNEP can control or influence those significant environmental impacts. Those activities and aspects that are identified through this procedure as having significant impacts will then be reconsidered in the objectives and targets for controlling the identified impacts and the action plans.

This procedure is based on the International Standard ISO14001:2015 on Environmental Management. The procedure is in line with the established criteria for EMS in the Greening the Blue initiative (found on greeningtheblue.org).

Scope

This procedure is applicable to all activities, under normal conditions and reasonably foreseeable situations (maintenance, emergencies), in the Office and Facilities of UNEP worldwide. This is applicable to all the activities of UNEP covered under the UNEP Environmental Management System (EMS). Each of the offices that make up the UNEP EMS shall identify and document the environmental aspects of the activities under their control or influence and manage those that can have a significant impact on the environment.

At a minimum, this procedure will be used every 2 years to determine if there have been any changes to each of the aspects that have been identified. This procedure will also be used whenever a new activity is being considered by UNEP.

Key concepts	Definition
Environmental Aspect	Element of an organization's activities that can interact with the environment. The environmental aspect of an activity is the part of it that creates a possibility for a direct or indirect environmental impact.
Environmental Impact	Any change to the environment, whether adverse or beneficial, wholly, or partially resulting from an

	organization's environmental aspects.
Significant Environmental Aspect	Environmental aspect that has or can have a significant environmental impact.
Environmental Objective	Overall environmental goal consistent with the environmental policy that the organization sets itself to achieve. Objectives should be measurable so that the organization can verify progress made toward their attainment.
Environmental Target	Detailed performance requirement that arises from the environmental objectives and that needs to be set and met to achieve those objectives.
Environmental Consequence (Severity)	-- what are the environmental consequences of the aspect? The following should be assessed when evaluating the severity of the impact on the environment resulting from an activity/aspect: i. Effect on the receptor – does the receptor (air, water, etc.) deteriorate and can it recover from the damage? Or is the impact irreversible? ii. Quantities involved – what is the scale of the business activity? Is it great enough to warrant action?
Compliance (Severity)	-- is the activity controlled by or otherwise subject to regulations, commitments or other compliance requirements to which UNEP subscribes?
Stakeholder Reputation (Severity)	-- to what degree does the activity potentially affect the views of interested parties, such as employees, the local community, donors, and other agencies? Is the aspect a source of concern for our stakeholders or reputation?
Probability (Likelihood)	-- How often does the aspect occur?
Resource requirement (Likelihood)	-- how much time and resources are needed to manage?

This procedure establishes a risk management approach that allows the systematic development of Environmental risk registers at each office. The [Environmental Risk Register Tool](#), a semi-automated excel based tool, has been designed to ensure consistent preparation of the risk registers across UNEP offices. See further details in [Attachment 1](#) to this procedure.

For further guidance, the SFPs shall refer to the [Corporate Academy](#) Module 4 Assessment and supporting materials (e.g., records of an online workshop for the preparation of environmental risk registers). Also refer to the [UNEP EMS Network](#) at MS Teams.

Procedure

Identification of Activities:

With support from the Local Technical Working Group at each location, the SFP shall develop a baseline list of UNEP's activities for each key management function, and when possible, each representative from the different key management functions should bring a unique perspective to the table.

For easy identification of management functions and activities, the EMS Risk Register Tool provides a predetermined list of management functions and activities to select from. Those are: Meetings and events, Facilities management, Information and Communication Technology (ICT),

Procurement, Travel management, Environmental management, Human resources, and Programs/Projects.

The activities identified shall be consolidated to form the Register of Significant Environmental Aspects and Impacts, or environmental risk registers, at each location.

Identification of Environmental Aspects:

With support from the Local Technical Working Group at each location, the SFP shall identify as many environmental aspects as possible associated with each selected activity. There can be more than one aspect for each activity and an aspect can have as its source more than one activity. For easy identification of aspects, the EMS Risk Register Tool has been automated.

Identification of Environmental Impacts of Aspects:

With support from the Local Technical Working Group at each location, the SFP shall finalize the list of environmental impacts of aspects. The EMS Risk Register Tool is designed to enable this step. After the SFP selects the environmental aspects, the tool automatically generates the environmental impact. The Tool includes a predetermined list of positive and negative environmental impacts, some of them include depletion of natural resources, production of waste or environmental conservation, among others.

The environmental impacts identified shall be consolidated using the EMS Risk Register Tool.

Evaluate the Significance of each Activity and Environmental Aspects:

With the support from the respective Director/Office Manager, the SFP shall score to assess the significance of the environmental interactions of UNEP’s activities, one by one, so that areas for management and improvement can be prioritized. Developed in line with the UNEP Enterprise Risk Management Framework (ERM), the scoring methodology is a two-step process based on a number of considerations (criteria).

Firstly, a score for “Severity” and “Likelihood” is calculated to determine “Risk Exposure” as detailed below. For further details on possible scores for Severity and Likelihood refer to [Attachment 2](#) and [Attachment 3](#) to this procedure.

$$\text{Risk Exposure} = \text{Square Foot (Severity} \times \text{Likelihood)}$$

Where:

Severity = AVERAGE (Environmental Consequence, Stakeholders Reputation, Compliance)

Likelihood = AVERAGE (Probability, Resource requirement)

Secondly, to mitigate the risk exposure there are Internal controls that need to be in place. By scoring the current “Level of Internal Control” the SFP will obtain what is known as the “Residual Risk” which is the “Level of Significance” of that Aspect and Impact. The residual risk or level of significance is calculated as detailed below. For further details on possible scores for Level of Internal control refer to [Attachment 4](#) to this procedure.

Residual Risk = Risk exposure – Level of Internal Control
--

For activities and aspects with a resulting “Very High” Level of Significance, the office should implement action plans to mitigate the risk.

Score	Level of Significance	Risk	Action
<=-2	LOW	Acceptable Risk	Continue to monitor and review
<=0	MEDIUM	No Immediate Risk	Continue to monitor and operational control may be required
<=1	HIGH	Immediate	Concern, continue to monitor and operational control must be put in place
<=5	VERY HIGH	High Risk	Urgent action is required and monitoring and operational control must be put in place

Submit significant risks to the UNEP Risk Register:

The Environmental Aspects and Impacts Register shall be reviewed and approved by the Director/Office Manager at each office on a bi-annual basis as a minimum or earlier as required through regular management system reviews. If any changes are required, the SFP will consult with the EMS Team/ Environmental Affairs Officer to assess the significance of environmental aspects before amending the Register.

After approval by the Director/Office Manager, the SFP shall submit the final Environmental Risk Register to the EMS Team/ Environmental Affairs Officer and/or the Enterprise Risk Management (ERM) Focal Point assigned to your location. Local environmental risk registers are specific to each location, therefore individual action plans shall be drafted for each individual office with support from the EMS Team/ Environmental Affairs Officer. In addition, local environmental risk registers will be consolidated at a Headquarters level (Enterprise Risk Management Unit) for further integration with the wide UNEP risk universe, where deemed appropriate. For further information refer to [Attachment 5](#) with the template for submission of the EMS Risk Register at the local level.

Responsibilities

EMS Team/ Environmental Affairs Officer:

The Environmental Affairs Officer shall coordinate with the Sustainability Focal Points (SFPs) in the preparation and maintenance of the Register of Significant Environmental Aspects and Impacts such that it contains the most up-to-date information.

The Environmental Affairs Officer shall support the EMS Steering Group in the review process for the environmental aspects and the significance of those aspects. The Environmental Affairs Officer shall facilitate reporting to the EMS Steering Group and their endorsement on the consolidated Register of Environmental Aspects and Impacts identified. The ERM team will present the most significant risk to the SMT to be integrated into the wider UNEP Risk Universe.

Sustainability Focal Point (SFP):

The SFP shall support the Environmental Affairs Officer in identifying the environmental aspects and impacts of all activities of UNEP at each UNEP office location, including services and products provided by suppliers and contractors when applicable.

The SFP shall prepare and maintain the Register of Significant Environmental Aspects and Impacts such that it contains the most up-to-date information. The final version of the local Register shall be discussed with the respective Director/Office Manager for scoring Severity, Likelihood and Level of Control. The SFP shall seek approval from the respective Director/Office Manager prior to sharing with the Environmental Affairs Officer and the ERM Focal Point for escalation to the wider UNEP Risk Register and the preparation of respective action/mitigation plans.

Local Technical Working Group:

The SFP shall seek support from key management functions at each location to identify and confirm the list of activities to enable the identification of environmental aspects and impacts.

EMS Steering Group:

The EMS Steering Group shall review the environmental aspects of all activities of UNEP and the significance of the impacts (either positive or negative) of these environmental interactions.

Senior Management Team (SMT):

The SMT shall facilitate resources to enable the implementation of the procedure. The SMT shall review and approve the most significant risk presented by the ERM team.

Records and References

Records:

The following will be kept by the EMS Team Officer for a minimum period of four years.

- A master copy of the current procedure for the Identification of Significant Environmental Aspects and Impacts.
- A record of local Environmental Risk Registers at each UNEP office
- A record of local Environmental Risk Registers UNEP wide

References:

- Attachments 1 to 5 of the ESP 001 procedure
- Corporate Academy Module 4 Assessment and supporting recordings
- Corporate Academy Module 4 Action plans and UNEP Action Plans (and subsequent revisions)

Attachment 1: EMS Risk Register Tool

UNEP EMS Risk Register Tool

Date (dd/mm/yyyy) 01/11/2022
 Completed by (name/surname) Eva Alicola-Honagar
 Job title EMS Coordinator
 Email eva.alicola-honagar@un.org
 Division/unit Corporate Services Division/Operations & Risk Management
 Facility management entity name UNON
 Duty station/location Nairobi (Kenya)

S.No.	Function	Process	Activity	Input & Output	Aspect	Impact	Severity of Impact			Likelihood of Impact			Risk Exposure	Internal control / management effectiveness (5-1)	Residual risk (score)	Level of significance	Risk Category
							Environment / consequence (5-1)	Stakeholder / reputation (5-1)	Compliance (5-1)	Probability (5-1)	Resource requirement (5-1)						
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	

Attachment 2: Severity Scoring Methodology

Overall guidance for Severity components:

Score	Rating	Description of Severity		
		Environmental Consequences (To Environment)	Stakeholders & Reputation (To UNEP)	Compliance (To UNEP)
5	Critical	Extreme: results in severe, disruptive or persistent ecological damage or impacts to human health and in large-scale nonrenewable uses of energy, water or other natural resources.	Extremely concerned and the aspect raises considerable global, national, and local interest or would have serious detrimental effect on UNEP's reputation. Community interest is likely to be persistent and long-term.	Regulated
4	Significant	High: results in uncontrolled emissions to air, water or land or measurable impacts to human health and significant use of energy, water or other natural resources.	Very concerned and the aspect raises some interest and may have some detrimental effect on the UNEP's reputation. Public interest is likely to be moderate and not sustained over the long-term. UNEP internal adverse publicity.	Potential to be regulated
3	High	Moderate: results in controlled emissions to air, water or land or potential to affect human health and use of natural resources reduced by energy conservation and waste reduction and recycling programs.	Mildly concerned and the aspect raises mild interest and would have a small effect on UNEP's reputation.	UNEP Policy
2	Moderate	Minor: minimal emissions to air, water or land and use of natural resources reduced by energy conservation or use of renewable resources, waste reduction and recycling programs and use of recycled materials in products produced by and materials used by the facility.	Public interest is negligible or non-existent, but it would be important to continue monitoring this aspect to avoid any future audit on UNEP's reputation.	Voluntary
1	Low	No consequence	Not concerned and the aspect may have some positive effect on the UNEP's reputation.	Not regulated /not covered by regulation or Policy

Specific guidance for Environmental consequences for Severity:

	Refrigerant	Electricity	Steam	Generators	Server rooms	Vehicles	Air travel	Non air travel	Equipment maintenance	Hazardous products	General waste	Recycled waste	E-waste	Hazardous waste	Water	Wastewater	Biodiversity	Paper	Events	Procurement	EMS	Human resources	Programs	
5	Critical	Ozone depleting gas	Provided by generators only	No data	-	No data	-	No data	Hazardous to the environment	No data	No data	No safe disposal	No safe disposal	High water-stress location*	Disposed directly in nature	New premise in protected area	-	-	No data	-	-	-	-	-
4	Significant	GWP-2000	Unreliable grid + generators	No data	Diesel / Petrol	Provided by generators only	No data	Mainly Business class	No maintenance / large equipment	Disposed directly to the nature	No safe disposal	No recycling	Mixed disposal types	Landfill	Medium-high water-stress location*	Septic tank	Disruption of natural landscape (cutting trees, flooding areas, etc.)	No data	No data	High environmental impact purchase	-	-	-	-
3	High	GWP-1001	Grid	District heating	Gas	Unreliable grid + generators	Only Diesel / Petrol	Mainly Economy class	No maintenance / small equipment	Released in sewage	Landfill	Sorting bins / separation	Donated / Sold for reuse	Open incineration	Low water-stress location*	Septic tank + in-site treatment	Requiring preventive measures to protect biodiversity	White paper	Using single-use plastic items / No restriction on travel class / Hybrid set up /	Medium environmental impact purchase	-	-	-	
2	Moderate	GWP-1000	Grid + Renewable	Renewable energy	Biofuel	Grid	Hybrid / Gas / Car Pooling	Electric / Biofuel	Public transportation	Ad-hoc maintenance	Safe disposal	Closed incineration	Recycling	Recycling	Closed incineration	Grid / Reuse / Rain	Sewage	New premise is not sensitive area	Recycled /Eco-label	Apply green events guidelines	Low environmental impact purchase	-	-	-
1	Low	Not applicable	Only renewable	Not applicable	Not applicable	Renewable energy	Electric / Leasing	Not applicable	Contractual maintenance	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Paperless / Digitalization	Promotion of virtual set up	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Attachment 3: Likelihood Scoring Methodology

Likelihood Score	Rating	Probability	Resource Requirement
5	Expected	Routine; impact can occur through everyday activities	Very difficult to control; requires many resources
4	Highly likely	Periodic; impact can occur at regular intervals more than once/year	Difficult to control; requires many resources
3	Likely	Occasional; impact can occur at a frequency not more than three times in 5 years	Requires moderate resources to control
2	Unlikely	Possible; impact not expected at this office, but could still occur	Requires some resources to address
1	Rare	Opportunity arises, Limited; impact not expected at this office; control system designed to control or minimize impact	Easily controlled; requires few measures

Attachment 4: Level of Control Scoring Methodology

Internal Control / Management Effectiveness Score	Rating	Description
5	Effective	Controls are properly designed and operating as intended. Management activities are effective in managing and mitigating risks.
4	Limited improvement needed	Controls and/or management activities are properly designed and operating somewhat effectively, with some opportunities for improvement identified. Minor audit comments.
3	Significant improvement needed	Key controls and/or management activities in place, with significant opportunities for improvement identified. Major audit comment/s or deficiencies.
2	Ineffective	Limited controls and/or management activities in place, high level of risk remains. Controls and/or management activities are designed and are somewhat ineffective in efficiently mitigating risk or driving efficiency. Major audit comment/s or significant deficiencies.
1	Highly ineffective	Controls and/or management activities are non-existent or have major deficiencies and do not operate as intended. Controls and/or management activities as designed are highly ineffective in efficiently mitigating risk or driving efficiency. Have major audit comments, material weaknesses and don't operate as intended.

Attachment 5: EMS Risk Register Submission Form

UNEP EMS Risk Integration

Date(dd/mm/yy) 01/11/2022

Completed by (name/surname) Eva Alcalde Venegas
Job title EMS Coordinator
Email eva.alcaldevenegas@un.org

Division/unit Corporate Services Division/Operatic

Facility management entity name UNON
Duty station/location Nairobi (Kenya)

SUBMIT

Score	Level of Significance	Risk	Action
<=2	LOW	Acceptable Risk	Continue to monitor and review
<=0	MEDIUM	No Immediate Risk	Continue to monitor and operational control may be required
<=1	HIGH	Immediate	Concern, continue to monitor and operational control must be put in place
<=5	VERY HIGH	High Risk	Urgent action required as well as monitoring and operational control must be put in place

S.No.	Severity	Likelihood	Level of Control	Residual Risk	Residual Risk (Score)	Risk category	Risk Owner	Risk Mitigation Plan
7								
8								
9								
10								
11								
12								
13								
14								
15								

Appendix D –Review of 2010 Climate Neutral Strategy efforts (April 2023)

	Ref. No.	CNS Activity	CNS Impact/Expected result	Already implemented (baseline year)	Further action required (yes/no) and comments
Component 1: Air Travel Emissions reduction	1.1	Annual GHG inventory	Meeting UN climate neutral strategy requirements and enabling performance measurement on a year-to-year basis.	Yes (2008)	Yes, on an annual basis.
	1.2	Procurement of offsets	UNEP achieves climate neutrality by procuring CERs from developing countries	Yes (2008)	Yes, offsets are bought on an annual basis.
	1.3	Reduce travel 3% per year and shift travel from business to economy 5% per year	Annual emission reduction 3-4% and cost savings 4-5%. UNEP "walks the talk".	Yes (2010)	Yes (goal met, new goal to be set and new policy and technology required). More frequent monitoring required.
	1.3.1	Travel by train if less than six hours of travel time	Reduced climate footprint, increased safety and convenience for traveller.	Yes, partially	Yes (This should become mandatory when the travel policy is revised). While there are climate footprint advantages the offsetting cost to us is negligible
	1.3.2	e-communication plan to be developed/presented to ED/SMT in December 2010	Promote actions to support e-communication dissemination, substitute for air travel.	Yes (2014 report, but use of e-communication in UNEP unknown)	Yes
	1.3.3	e-communication plan to be implemented	Improved access to e-communication for all staff. Reduced emissions from physical travel, reduced offset cost.	No	Yes (concrete policy and working equipment needed for UNEP to use this technology independently)
	1.3.4	Bundling of missions	Reduced the number of tickets but increased the number of DSA. Reduced emissions from travel. Improved flexibility in travel planning.	Ongoing	Yes (success unknown)
	1.3.5	Environmental criteria included in contracts with travel agents.	Increased awareness of staff and travel agents. Increased flexibility for booking of trains.	Yes, partially	Yes (revision of guidelines given, as for example the "cheapest route" to be selected")
Component 2: Facilities and Office Operations Emissions reduction	2.1	In-house emission reduction audits in major UNEP offices	Identify options for emission reductions/ Emission reductions/Operational cost saving.	Yes, partially (mainly HQ)	Yes (emissions reduction strategy in every office with 10 or more pax needed)
	2.2	Environmental indicators for offices	Monitoring/Basis for decision.	Yes, partially	Yes to be defined within the EMS water, waste and energy action plans
	2.3	Revision of service contracts	Reduced environmental impact/Improved working environment.	Yes, partially	Yes (To be adopted when contracts are renewed)
	2.4	Green meetings	Reduced environmental impact/Improved green profile of UNEP.	Yes (2009), Green meetings guide developed and published	Yes (further promote green meetings organization)
	2.5	Roosters for green service providers at major duty stations	Reduced emissions from green meetings.	Yes (only in developed countries)	No, curbs on sustainable procurement for UN agencies

	Ref. No.	CNS Activity	CNS Impact/Expected result	Already implemented (baseline year)	Further action required (yes/no) and comments
	2.6	e-applications for administrative tasks	Reduced paper use/Improved efficiency.	Yes, ongoing	Yes (further cap on paper use to be applied)
	2.7	Paperless policy through the adoption of e-documents, e-signatures and e-tracking	Reduced paper use (saving between 3.6 and 7.2 million sheets per year) Improved efficiency.	Yes (paperless UNEA, UNEP intranet, printer tracking)	Yes (to be further developed through the introduction of new policies and by increasing the awareness among staff, and monitoring activities). 150,000 pages saved by UNEA, estimated 100,000 UNEP, equals 500 rims of paper, i.e. 3000 USD savings including ink.
Component 3: Staff engagement	3.1	Survey for improved access to sustainable local transport	Reduced emissions from local transport.	No	No (Not in the framework of the EMS as it goes beyond scope)
	3.1.1	Implementation of recommendations	Reduced emissions from local transport.	Yes (2012 carpooling application for UN Gigiri developed)	Yes (launch application)
	3.2	Cost/benefit analysis for distance work for each UNEP office (>10 staff)	Improved efficiency, improved life-work balance of staff, reduced need for local and/or international transport, reduced environmental impact.	Yes (2013 SUN publication on distant work produced)	No (currently no policy has been developed to support telecommuting)
	3.3	Compulsory training on sustainability for all staff	Increased awareness and support among UNEP staff for UNEP's climate neutral work.	Yes (2014)	Yes (it should be launched, made mandatory and data recorded shortly)
	3.4	Outreach communication on UNEP's climate neutral and sustainability effort	Increased visibility and recognition of UNEP's climate neutral effort.	Yes (2012 regular update on the yearbook and PPR report)	Yes (website, town hall and official emails to all staff)
Component 4: Procurement	4.1	Sustainable procurement	Products and services procured by UNEP support sustainability, while also meeting the UN's procurement rules and regulations.	Yes (helpdesk and online training available, training efforts, and some procurement done sustainably).	No (training can continue however directive from DP is not to do SP)
	4.1.1	Annual reporting on the use of sustainable procurement		Yes	No (not part of UNEP internal goals)
Component 5: Environmental and Social Safeguards for Projects	5.1	Environmental safeguards for UNEP projects	UNEP adheres to international best practice. Improved sustainability performance of projects.	Yes (2014)	Yes
	5.2	Monitoring and reporting system for environmental performance indicators	Improved management and credibility of UNEP as a global lead environment agent.	Yes	Yes (2014 working group looking at new system)
	5.3	Environmental Management System	Clarification of roles and responsibilities, transparent reporting and continuous improvement.	No	Yes (EMS was developed on the basis of recent peer review, check of achievement of the action plan objectives on an annual basis)
	5.4	Sharing of tools, methodologies and lessons learned with other (UN and non-UN) organizations	Reduced emissions and improved sustainability of organizations inside and outside the UN.	Yes (UNITE connections, IMG meetings, and Greening the blue)	Yes (continuous sharing activity)

	Ref. No.	CNS Activity	CNS Impact/Expected result	Already implemented (baseline year)	Further action required (yes/no) and comments
Component 6:	6.1	Climate neutral officer and coordination support (full-time consultant)	Implementation of this strategy – achieving the strategy objectives.	Yes (2012)	Yes (continued funding via carbon tax expected)

Appendix E –(A) UNEP Objectives and Targets for 2023-2024 (April 2023)

Process	Aspect	Objectives & Targets
All	Environmental performance	Ensure accountability for overseeing, managing and implementing the environmental management system
		Integrate environmental sustainability into management processes (e.g., development of standard operating procedures)
		Implement EMS in +20 UNEP Offices by 2024
		Automate environmental sustainability management processes
		Integrate sustainability requirements into procurement processes
		UNEP Sustainable Procurement Policy endorsed by SMT and published
		Reinforce environmental training and awareness
		Implement Green events guidance (including zero single-use plastic)
Air emissions	Emissions to Air (CO2)	Achieve absolute and per capita GHG emissions reductions
		Gain full knowledge of the average UNEP personnel contribution to the overall air travel GHG emissions
		Encourage replacing face-to-face meetings with virtual/hybrid setups
		Promote environmentally sustainable fleet management and the use of more sustainable transportation for business travels
Energy Management	Energy Use	Gain full knowledge of the sources and quantity of energy used by UNEP building through continuous monitoring/recording and year-on-year trend comparison
		Improve the energy efficiency of facilities through the upgrade or adoption of advanced technology, and an enhanced understanding of the actual energy use by area and equipment
		Raise awareness of personnel on the importance of a reduced use of energy and correct use of the green features in order to i) improve the energy efficiency of the building, ii) reduce the overall energy consumption, and thus iii) contribute to reducing UNEP's environmental footprint
		Reduce electricity consumption over the years
Waste Management	Solid Waste	Gain full knowledge of the waste generated at the UNEP HQ and OaHs through continuous monitoring/recording and year-on-year trends comparison
	Solid Waste	Gain full knowledge of the average UNEP staff contribution to the overall waste generated within the compound through an annual waste audit
	Solid Waste	Reduce overall UNEP waste on a yearly basis
	Recycled Waste	Reduce waste contamination and thus increase the amount of waste that can be recycled
	Solid Waste	Improve the working conditions and reduce the workload of the personnel involved in waste sorting and handling
	Solid Waste	Raise awareness among staff about the importance of separating waste at source, waste reduction, the environmental impacts of waste and the need for reducing waste generation
	Solid Waste	Limit the environmental impacts related to UNEP staff's paper/cardboard consumption and paper/cardboard disposal by reducing the amount of paper/cardboard consumed, increasing the use of recycled paper and increasing paper waste recycling
	Solid Waste	Reduce paper & cardboard consumption by 5% on a yearly basis
Solid Waste	Reduce the environmental impacts of UNEP generated plastic waste by reducing the amount of plastics generated	

Process	Aspect	Objectives & Targets
	E-Waste	Reduce the health and environmental impacts induced by the unsafe disposal of UNEP staff e-waste, by safely collecting, recycling and disposing of e-waste
	Solid Waste	Reduce the amount of organic waste generated in UNEP offices that is disposed of in dumpsites and increase its sustainable reuse through composting
	Solid Waste	Reduce the amount of glass waste – privately generated by UN staff – disposed of in dumpsites by increasing the share of recycled glass waste
	Solid Waste	Raise awareness of the UN compound efforts on waste and involve & sensitize all organizations based in the compound to achieve the overall goal of a “Sustainable and Greener UN”
	Solid Waste	Improve waste management process by setting up better facilities and equipment
	Solid Waste	Reducing the impacts on the environment of waste generated by UN staff privately
	Solid Waste	Reduce paper & cardboard consumption on a yearly basis
Water Use & conservation	Wastewater Treatment	Gain full knowledge of freshwater use and wastewater production and reuse in UNEP facilities through continuous monitoring/recording and year-on-year trend comparison
	Water Use	Gain full knowledge of the average UN Environment staff contribution to the overall water use within the compound
	Water Use	Improve the water usage efficiency of UNEP facilities through the upgrade or adoption of advanced technology, , and an enhanced understanding of the actual water use by area and equipment
	Water Use	Raise the awareness of UNEP personnel on the scarcity of water resources and the need for a more sustainable consumption
	Wastewater Treatment	Improve water resources management at the UNEP facilities
Biodiversity & land	Biodiversity	Improve the management of impacts on biodiversity or avoid mismanagement in both protected areas and areas of high biodiversity value or outside protected areas

Appendix E –(B) UN Secretariat Climate Action Plan Objectives and Targets (April 2023)

UN Secretariat Climate Action Plan targets for 2025 and 2030 (baseline 2019)		2025	2030
Carbon emissions	Absolute and per capita reductions	25%	45%
Electricity consumption	Per capita reductions	20%	35%
Renewable energy	Renewable energy share of consumed electricity	40%	80%
Commercial air travel	Per capita emissions reductions	10%	15%
Events	100% of events (over 300 participants) meet established sustainability standards		
Climate neutrality	100% of unavoidable carbon emissions are offset yearly from 2019 via certified carbon credits		
Operational efficiencies	Demonstrated long term economic benefits from UNSCAP implementation		
SD co-benefits	Demonstrated an increase in climate smart infrastructure and other sustainable development benefits to local communities from UNSCAP implementation		

Appendix F – UNEP EMS Responsibilities and Duties (April 2023)

Attachment 1: Responsibilities and duties

Office/Division/Facility	Position	EMS responsibility and duties
UN Secretariat	Secretary General	<ul style="list-style-type: none"> Directive and goals for greening the UN including the development of EMSs in each UN agency.
Chief Executive Board for Coordination (CEB)	Agency Heads	<ul style="list-style-type: none"> Expounds on the directive from the SG, fleshes out the policy.
High-level Committee on Management (HLCM)	Senior Management	<ul style="list-style-type: none"> Deals with UN-system wide management issues, including resources and sustainability management
New York Office/ Secretariat of the Environment Management Group (EMG)	Head of EMG Secretariat	<ul style="list-style-type: none"> 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.
Executive Office	UNEP Executive Director	<ul style="list-style-type: none"> Final and formal approval of the EMS document and its end-of-cycle reviews. Recommendation power during the whole EMS development and implementation phase. Main phases of intervention. First EMS approval. EMS review and approval at the end of its 4-year cycle.
Senior Management Team (SMT)	UNEP High-level Management	<ul style="list-style-type: none"> 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 a member of the SMT, jointly approves the letter during the SMT meeting. Recommendation power during the whole EMS development and implementation phase.
High-Level Steering Group	UNEP EMS Steering Group	<ul style="list-style-type: none"> Recommendations to improve EMS performance. Validation prior to SMT meetings and annual management reviews.

Office/Division/Facility	Position	EMS responsibility and duties
Corporate Services Division (CSD)	CSD Director	<ul style="list-style-type: none"> • EMS budget approval (as included in the AP). • Support awareness raising activities for UNEP staff. • Financial management of the CNF and Environmental Affairs Officer funds (directly involved in the EMS implementation) • Carry out the internal audit.
UNEP - SUN Facility	SUN Coordinator	<ul style="list-style-type: none"> • Providing guidance and feedback on documents/reports produced.
UNEP EMS Team	Environmental Affairs Officer	<ul style="list-style-type: none"> • Devise the EMS document draft to be shared with the SUN team for feedback and present it to the SMT (see planning phase dedicated section). • Support to the overall EMS establishment in all UNEP offices. • Monitoring consistent implementation of EMS among all UNEP offices and appropriate coordination. • Implementing UNEP Nairobi's EMS and developing/monitoring the related activities (awareness, etc.). • Measuring EMS improvements and preparing an 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.
UNEP Divisions/Offices Away from Headquarters (OaH) and in-scope MEAs	Sustainability Focal Points (SFPs)	<ul style="list-style-type: none"> • Support the UNEP Environmental Affairs Officer in data collection for the annual inventory of UNEP offices emissions for climate neutrality (MTCN) • Promote UNEP EMS initiatives within UNEP offices (awareness raising etc.) • 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 a local audit team (according to local exigencies) and provide all information needed for this assessment. • Liaise and share documents (on the intranet) with Environmental Affairs Officer. • Provide all information/documents/letters for the overall assessment of UNEP's performance.

Office/Division/Facility	Position	EMS responsibility and duties
Facilities Management	Landlord	<ul style="list-style-type: none"> • Provide information and data on the environmental aspects monitored and identified by UNEP. • 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.

Attachment 2: UNEP's office locations



UNEP Focal Point



MEA Focal Point

Location	Country	Focal Point
Abidjan	Côte d'Ivoire	Not available
Abu Dhabi	United Arab Emirates	Not available
Addis Ababa	Ethiopia	Margaret Oduk; Selamawit Gudeta
Almaty	Kazakhstan	Not available
Asuncion	Paraguay	Not available
Apia	Samoa	Subrata Sinha; Kolone Tikeri
Athens	Greece	Kumiko Yatagai; Apostolos Apostolopoulos (MAP)
Baghdad	Iraq	Not available
Bangkok	Thailand	Mushtaq Memon; Young Ran Hur
Beijing	China	Wenjuan Zhang
Beirut	Lebanon	Jawed Sulaiman; Joana Bashir; Mahmoud Salim Al Hallak
Bogota	Colombia	Not available
Bonn	Germany	Enkhtuya Sereenen; Hillary Sang (CMS)
Brasilia	Brazil	Not available
Brussels	Belgium	Elfi Vanorbeek; Veronika Safrankova; Erika Mattsson
Busan	Republic of Korea	Not available
Cambridge	UK	Not available
Copenhagen	Denmark	Daye Eom
Dar es Salaam	Tanzania	Not available
Doha	Qatar	Not available
Geneva	Switzerland	Oussama Mikati; Syed Masooud;
Geneva	Switzerland	Maria Irene Rizzo and Sandra Ruecker (Minamata Convention)
Geneva	Switzerland	Marylene Beau and Giovanna Moire (BRS)
Geneva	Switzerland	Susanne Bengtsson and Haruko Okusu (CITES)
Hanoi	Vietnam	Not available
Incheon City	Republic of Korea	Not available
Jakarta	Indonesia	Not available

Location	Country	Focal Point
Kathmandu	Nepal	Not available
Khartoum	Sudan	Not available
Kingston	Jamaica	Tito Cover and Marlene Daley (CSRO)
Kingston	Jamaica	Clementine Pinder (CAR/RCU/CEP)
Manama	Bahrain	Jawed Sulaiman; Joana Bashir; Mahmoud Salim Al Hallak
Mombasa	Kenya	Not available
Mexico City	Mexico	Beatriz Roca
Montevideo	Uruguay	Not available
Montreal	Canada	Misha Alberizzi (MLF); Paulo Tagliari (CBD)
Moscow	Russia	Not available
Nairobi	Kenya	Jillian Forte
Nairobi	Kenya	Stephanie Haysmith (Ozone Secretariat)
New Delhi	India	Manisha Choudhary; Divya Datt
New York	United States	Anthony Rosario; Omar Aziz Gueye
Nouakchott	Mauritania	Not available
Osaka	Japan	Michiko Ota
Panama City	Panama	Gloria Ordonez
Paris	France	Didier Salzmann
Port-au-Prince	Haiti	Not available
Pretoria	South Africa	Not available
Rabat	Morocco	Not available
Riyadh	Saudi Arabia	Not available
Toyama	Japan	Not available
Vienna	Austria	Carpathian Convention (Collected data only for 2021, focal point for 2022 not available)
Washington DC	United States	Clayton Adams

Appendix G – Terms of Reference for the UNEP High-Level Steering Group on EMS *(April 2023)*

Background

Member States and UN leaders have expressed the requirement for the UN System to improve its in-house environmental sustainability management and to align its own practices with the aims and goals of global UN agreements. Since 2007, several UN System wide commitments have focused on integrating environmental sustainability into facilities management and operations and avoiding greenhouse gas emissions wherever possible.

In May 2019, the CEB adopted a “Strategy for Sustainability Management in the UN System 2020-2030 – Phase I: Environmental Sustainability in the Area of Management”³⁵ which focuses on the continued reduction of environmental impacts of UN activities through the mainstreaming of environmental considerations into the management of UN system programmes and support operations. The overall coordination function is carried out by the Environment Management Group (EMG), via UNEP, and the responsibility for the implementation of this commitment rests with each UN organization.

In the UN Secretariat context, the Strategy will be operationalized via the Action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management (EMS Action Plan)³⁶, the related Environmental Policy for the UN Secretariat³⁷ and the UN Secretariat Climate Action Plan that was endorsed by the UN Secretariat Steering Group on Environmental Sustainability Management.

The EMS Action Plan and the Environmental Policy for the UN Secretariat in particular demand that each entity define its own EMS and related governance system.

The UNEP High-Level Steering Group on Environmental Sustainability Management is therefore established with the goal of mainstreaming environmental sustainability at all levels of UNEP’s operations and programmes and be in line with the UN Secretariat commitments.

Goals

The role of the High-Level Steering Group is to ensure that:

- The EMS is implemented according to the principles of the ISO 14001 standard;

³⁵ [CEB/2019/1/Add.1](#)

³⁶ [GA 72/82](#)

³⁷ [ST/SGB/2019/7](#)

- The Environmental Affairs Officer and EMS Working Groups in Regional offices, offices away from HQ and in-scope MEAs have the necessary management support and resources to implement and maintain the EMS.

Membership

The high-level steering group will be chaired by the Chief, Operations and Risk Management Unit of the Corporate Services Division and supported by the Environmental Affairs Officer. The proposed membership is as follows:

- Senior representative from Corporate Services Division (Chair)
- Senior representatives from various UNEP regional offices [at least 3]
- Senior representatives from other UNEP divisions [at least 3]
- Senior representatives from other MEAs [at least 2]
- Environmental Affairs Officer

Representatives of the UN Environmental Sustainability Network (i.e., SUN Team, EMG or equivalent) will be invited to participate for technical guidance and support as required.

Upon appointment, members will be provided with an introductory package covering, but not limited to: EMS and ISO 14001 standard; UN Secretariat Environmental Policy; Environmental issues relevant to UNEP; List of relevant training (i.e., GtB Tutorial, EMS risk assessment).

Duties and responsibilities

The Steering Group shall:

- Support the overall EMS design to facilitate the achievement of expected results (e.g., suggesting new procedures, proposing templates for monitoring performance and layout for guidelines, etc.)
- Provide recommendations for EMS-related activities and documentation where needed: Objectives, targets and action plans, environmental reviews (initial review and annual reviews) and training programs where needed
- Promotes the EMS work in MEAs, Divisions, Regional offices and offices away from HQ (e.g., communicating and disseminating key messages from campaigns)
- Facilitate and support the work of the EMS coordinator (e.g., providing references to existing materials and enabling contacts for collaboration, etc.)
- Support alignment of the EMS with UNEP's Programme of Work and Middle Term Strategies (e.g., updating on new management directions and strategy)
- Endorse proposals to be presented to SMT for approval (e.g., reviewing new proposed targets, projects or initiatives to mitigate environmental risks or create awareness)

The group will meet on a quarterly basis and additional ad hoc meetings if required.

Standing meeting agenda

1. Update of ongoing EMS activities
2. Challenges faced and support required
3. Recommendations from members on actions to be taken
4. Presentation of upcoming proposals to SMT
5. AOB

Appendix H – ESP 002 Internal Audit Program (September 2023)

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Introduction

UNEP adopted an Environmental Management System (EMS) designed to attain commitments and goals for the effective management and continued improvement of our environmental performance, in line with the UN Sustainability Strategy Phase 1 – Environmental Sustainability Management and the UN Secretariat Climate Action Plan. A component of the EMS includes performing internal audits of each process and office location.

This internal audit program aims to become an effective tool, helping Headquarters (HQ), Offices Aways Headquarters (OaHs), and in-scope MEAs to improve environmental compliance against minimum standards and commitments through regular inspections, internal reporting and corrective action.

Purpose

This procedure describes the methods for planning and conducting internal audits to verify that UNEP's activities are in compliance with its EMS and to determine if the EMS has been implemented properly.

The UNEP Internal Audit procedure is based on the International Standard ISO14001:2015 on Environmental Management and the ISO 19001:2018 guidance for EMS auditing. The Internal Audit procedure is in line with the established criteria on EMS in the Greening the Blue initiative (found on greeningtheblue.org)³⁸

Frequency

UNEP shall conduct EMS internal audits bi-annually for specific processes at OaHs (with more than 10 staff) and in-scope MEAs, and every four years for the entire EMS, to provide information on whether the environmental management system conforms to:

- a. UNEP's own requirements and commitments for its environmental management system
- b. The requirements of the International Standard (ISO 14001) established by the GtB – SUN Team
- c. Is effectively implemented and maintained.

³⁸ Source: Extract from ISO 14001 – Section 9.2 – Internal Audit

Scope

This procedure applies to areas covered in the scope of the EMS. This is applicable to all the activities (operations and facilities management) covered under the UNEP Environmental Management System (EMS). This includes UNEP Headquarters and Offices Away Headquarters (OaHs) with more than 10 staff and in-scope MEAs.

Definitions

EMS Team / Environmental Affairs Officer	Environmental Management System Coordinators
EMS Steering Group	Environmental Management System Steering Group
EMS Audit	Environmental Management System Internal Audits
Auditor	Individuals who have received in-house training regarding the UNEP EMS and are qualified to perform internal audits at UNEP
Auditee	Office/Unit/Division/Process that is being audited by the auditors. It includes the Environmental Affairs Officer, the EMS Team at UNEP CSD and Sustainability Focal Points
CA	Corrective Action
NC	Nonconformity

Responsibilities

Senior Management Team (SMT): The SMT shall ensure that audit results are reviewed during management review meetings and recommend EMS improvement actions based on the audit results.

EMS Steering Group: The EMS Steering Group shall review this procedure and any updates. The Group shall also provide recommendations to facilitate results.

EMS Team/ Environmental Affairs Officer: The EMS Team/ Environmental Affairs Officer shall prepare the audit plans, coordinate internal audits, review and communicate the audit results and ensure that corrective actions, if any, are taken by the relevant parties.

Sustainability Focal Points (SFPs): The SFP shall support the EMS Team/ Environmental Affairs Officer at Headquarters in preparing the audit plans related to specific Office / Division / Process being audited, coordinate internal audits within their Office / Division /Process and ensure that corrective actions, if any, are taken by their Office / Division.

Office / Division Director: The Office / Division Directors shall assist with the audit activities as required, review audit results and respond to nonconformity as required.

Internal Auditor: Auditors shall conduct the audit activities as assigned by the EMS Team/ Environmental Affairs Officer. The auditee (EMS Team / Environmental Affairs Officer / SFPs) could select from a pool of auditors to conduct respective audits and ensure independence in the

audit process. The pool of auditors consists of focal points from UN Entities, UNEP nominated focal points (including the SUN team) and MEAs focal points.

Procedure

General

UNEP shall plan, prepare, implement, and maintain an internal audit program, including the scope, frequency, methods, responsibilities, and planning requirements for conducting internal audits and reporting the results (see [attachment 1](#) audit program and schedule for further guidance).

The findings from the EMS audits shall be addressed through the [UNEP Environmental Action Plans](#) (EAPs) and monitor the progress accordingly. The information from the internal audits shall be reviewed as part of the management review process.

EMS Audit Planning

For each audit, the EMS Team/ Environmental Affairs Officer shall assign auditors who are independent of the areas / functions to be audited. All auditors shall be qualified on the receipt of EMS auditing training.

The EMS Team/ Environmental Affairs Officer, in collaboration with the nominated auditor, shall prepare an Audit Plan (see [attachment 2](#)), which specifies: The audit schedule; The audit criteria and scope for each audit; The nominated internal auditors to conduct EMS audits to ensure objectivity; The impartiality of the audit process; and The results of the audits are to be reported to relevant management.

The audit plan shall be reviewed by the EMS Steering Group. The schedule shall be planned so that all EMS elements and all UNEP activities are covered at least once every EMS cycle (see [Program Schedule](#)). The audit frequency shall also be based on the environmental importance of the activity/processes concerned, changes affecting UNEP, and the results of previous internal audits (see [section 4.3](#) and [section 4.4](#) of the Manual).

EMS Audit Preparation

The nominated auditor shall contact the auditee (e.g., EMS team / Environmental Affairs Officer / SFPs) informally to arrange a convenient time and date to discuss the scope of the audit. The auditor shall prepare an Audit Checklist (see [attachment 3](#)) for the areas to be audited. The auditor may request from the auditee a list of documentation in advance of the audit (see [attachment 4](#)).

EMS Audit Implementation

All audit findings (conformity, non-conformity, and opportunities for improvement) shall be documented on the Scorecard Internal Audit (see [attachment 5](#)). When an NC is found, the auditors shall report the details of the NC and inform the auditees with a summary of findings and observations.

EMS Audit Reporting and Follow-ups

The EMS Team/ Environmental Affairs Officer at Headquarters shall maintain and update the CA Status Log, which records all the CA forms received (see [attachment 6](#)).

The auditee shall identify the root causes of NC and decide the appropriate corrective and preventive actions to be implemented, the responsible person and the expected completion date for rectifying the NC.

A review of the effectiveness of the CA will be undertaken by the EMS Team/ Environmental Affairs Officer and the Sustainability Focal Point (SFP) at the respective office (UNEP local and in-scope MEA). If the NC persists after the implementation of CA alternative solutions are to be examined until the closure of the NC can be successfully achieved. On the successful closure of the NC, a report will be signed off by the Office Manager/Director at the respective office.

The nominated auditor shall verify the CA(s) until all outstanding items are closed. Reoccurring NC, significant deviations from legislation, procedures, environmental policy or NC that pose an environmental risk will be reported to SMT for further investigation. All CA satisfactory closed are sent to the EMS Steering Group and Senior Management for endorsement and maintained as EMS records.

EMS Review of Audit Results

With the EMS Team/ Environmental Affairs Officer at Headquarters' assistance, the Auditor shall summarize the audit results in an Internal Audit Report (see [attachment 7](#)) for review at the Management Review. The audit results shall form the basis for identifying and recommending EMS improvement actions.

Records

The EMS Team/ Environmental Affairs Officer at Headquarters, nominated auditors, and auditees shall retain documented information as evidence of the implementation of the audit programme and the audit results.

Record Description	Record Location/ Retention Responsibility	Minimum Retention Time
Audit Plan	EMS Team/ Environmental Affairs Officer at HQs	4 years
Completed Audit Checklist	EMS Team/ Environmental Affairs Officer at HQs	4 years
Completed CA Forms	EMS Team/ Environmental Affairs Officer at HQs	4 years
Internal Audit Report	EMS Team/ Environmental Affairs Officer at HQs	4 years

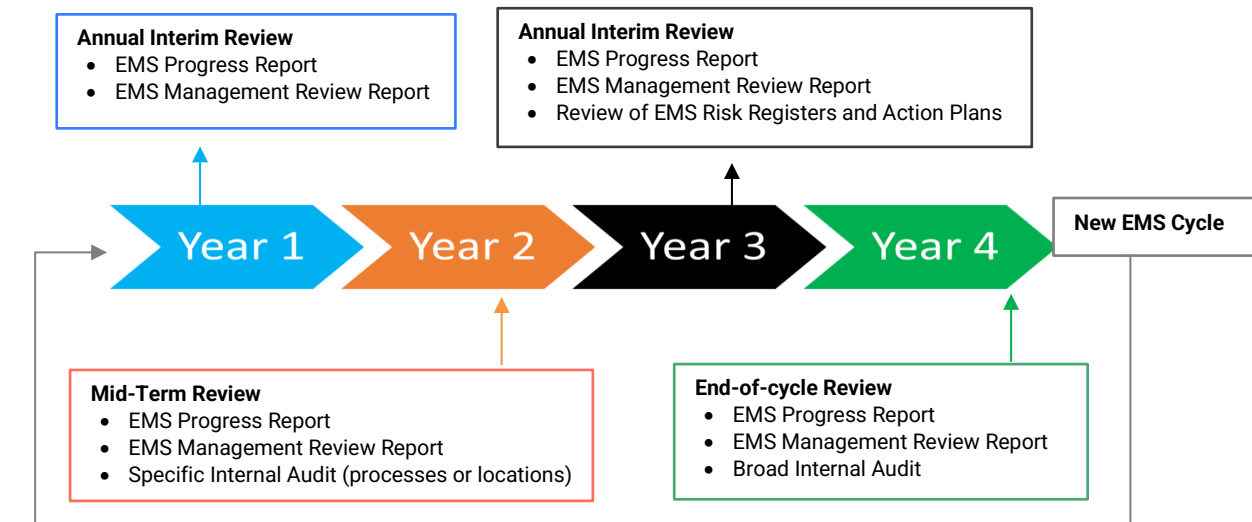
EMS Review process at UNEP (4-year cycle)

The below table illustrates the UNEP EMS review cycle including the periodicity of internal audits.

EMS Progress Report entails information on what progress has been made during the year within the EMS, targets and objectives and the status of planned activities within the EMS. The Progress report is to be prepared by the Environmental Affairs Officer and submitted to the Steering Group prior to the Management Review.

The EMS Management Review Report contains decisions made by the management on contents found in ISO 14001:2015 clause 9.3. e.g., human resources dedicated to the EMS, decisions related to continual improvement opportunities, actions needed if e.g., environmental objectives have not been achieved and opportunities to integrate environmental management systems in other business processes. The management review report is to be submitted to the EMS Steering Group for review and to the SMT for approval.

UNEP recommends an EMS internal audit within the 4-year cycle.



Documents

Attachment 1: Internal Audit Program and 2-Year Schedule

Attachment 2: Internal Audit Plan Template

Attachment 3: Internal Audit Checklist

Attachment 4: List of Documents

Attachment 5: Scorecard Internal Audit

Attachment 6: Corrective/Preventive Action Form

Attachment 7: Internal Audit Report

Attachment 1: Internal Audit Program

Audit Aspects	Instructions
Audit timeframe	Mandatory: Biennially (EMS Cycle Year 2 and 4) upon conclusion of two years of implementation. Optional: Annually (If the program of work allows)
Composition of the team:	<ul style="list-style-type: none"> - Two (2) auditors (preferred)³⁹ - Gender balanced (preferred) - Staff/personnel (preferred): <ul style="list-style-type: none"> o 1 auditor from UNEP o 1 auditor from other UN organizations on site - Impartiality: <ul style="list-style-type: none"> o Staff/personnel involved with the EMS implementation (e.g., Environmental Affairs Coordinator, EMS Team, EMS Steering Group) or specific process that is audited
Desired skills:	<ul style="list-style-type: none"> - ISO certified (either 14001 or as auditors) - Knowledge of auditing procedures or completed the GtB sponsored Internal Audit training - Experience with review/audit or implementation of environmental initiatives
Initiate the audit⁴⁰:	<ul style="list-style-type: none"> - Recruit auditors including appointing audit team leader [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Carry out an introductory session presenting the EMS [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Set scope, objectives and criteria for the control [Auditors and Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Prepare audit plan [Auditors and Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA, see attachment 2] - Share all relevant documentation with auditors [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA]
Conduct document review	<ul style="list-style-type: none"> - Review relevant documentation and request clarifications if needed [Auditors, see Attachment 4] - Provide clarifications and supporting documentation [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH] /in-scope MEA
Prepare and conduct on-site audit activities	<ul style="list-style-type: none"> - Identify proposed target site if applicable [Auditors] - Conduct opening meeting [Auditors and Auditee together with Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Arrange on-site visits to gather observations, if applicable [Auditors] - Support/attend site visits if requested [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Conduct interviews with relevant staff (management, process owner, officer etc.) [Auditors] - Request/Provide clarifications, if needed [Auditors and Auditee together with Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Prepare audit conclusions [Auditors] - Conduct closing meeting [Auditors]
Prepare, approve, and distribute the audit report	<ul style="list-style-type: none"> - Prepare and validate internally the draft report [Auditors] - Distribute to the Auditee EMS team for review and comments report [Auditors] - Auditee EMS team to provide feedback [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Review feedback, integrate revisions if applicable, and disseminate the final version to the EMS team [Auditors] - EMS team to disseminate the Audit report to the EMS Steering Group and SMT, and present the Audit outcome and recommendations to management either as part of the Annual Management Review (Auditors could be invited as observers, attendance is optional) or at a management meeting [Auditee: Environmental Affairs Officer/UNEP EMS team at HQ/OaH/in-scope MEA] - Approval of audit report by management [SMT]
Complete the audit	<ul style="list-style-type: none"> - When all activities in the internal audit plan have been carried out and the approved internal audit report has been distributed, the internal audit is completed.
Conduct audit follow-up	<ul style="list-style-type: none"> - Following the EMS Audit calendar, repeat the audit as planned to ensure continual improvement and monitoring. Carry out a new audit building on the recommendations from the previous audit.
Internal audit documents	<ul style="list-style-type: none"> - Attachment 1: Audit Program and Schedule - Attachment 2: Audit Plan (sample) - Attachment 3: Audit Checklist (sample) - Attachment 4: List of Documents - Attachment 5: Scorecard Internal Audit - Attachment 6: Corrective/Preventive Action Form - Attachment 7: Internal Audit Report
Audit Work Plan	<ul style="list-style-type: none"> - Indicate the number of working days required from auditors and planned dates for auditing activities and main deliverables submission.

³⁹ This is a suggestion. E.g. one internal auditor is sufficient if this person also possesses the technical expertise of the audit scope, or if the technical expertise on the topic that is reviewed is available to support remotely during the audit.

⁴⁰ Determine the scope of the Internal Audit (the entire EMS does not have to be reviewed at every audit) to best determine required expertise.

UNEP EMS Internal Audit Program- schedule

Scope	Auditee	Nominated Auditor	Last Audited	2023	2024	2025
1 UNEP 2022 Annual Environmental Inventory (10 ppl) approach						
2 UNEP GHG Emissions - Measurement, Calculation and Reporting						
3 UNEP Environmental Management System Manual						
4 UNEP Waste Measurement & Management (e-waste, paper & cardboard, plastic)						
5 UNEP Energy Measurement & Management (non-renewable and renewable)						

Attachment 2: Internal Audit Plan Template⁴¹

Purpose	Confirm that the UNEP's Environmental Management System (EMS) is effectively implemented and maintained according to the requirements of the UNEP entity's EMS.
Objectives	<ul style="list-style-type: none"> - Enhancement of environmental performance - Fulfillment of GtB requirements and assessment of conformance to policies and audit criteria - Achievement of environmental objectives and targets - Identify opportunities for improvement
Scope	The extent and boundaries of the audit e.g., the physical and/or virtual location included, which functions, organizational units, processes etc. The time period covered by the audit should also be defined.
Criteria	The criteria of the audit are used as a reference against which conformity is required such as UNEP/GtB specific requirements, UN system wide policies, host country national law and regulations etc.
Methods⁴²	<p>Examples of methods used to collect information and evidence to reach conclusions of the internal audit are:</p> <ul style="list-style-type: none"> - Document review - Interviews - Observation of activities and site visits - Review of records (MoMs, reports, records of monitoring and measurement results)
Date Time Location/Site	<ul style="list-style-type: none"> - Date - Time - Location / Site
Auditor(s) and Unit/Org	<ul style="list-style-type: none"> - Audit Team Leader: - Audit Team Members: - Technical Expert (if required): - Observer (voluntary, observes and follows the audit process)
Participants	Auditees: (Management representative and Sustainability Focal Point posted at HQ or OaH, organizational unit function/processes or facility within the audit scope, and Environmental Affairs Officer at UNEP HQ might be required)
Schedule /Timetable	<p>Provide a schedule hour by hour with attendees and location stated. Example:</p> <p><i>Audit day 1 Monday Oct 30th</i> <i>9-10 am Opening meeting - All – Conference room XX at HQ</i> <i>10-11 am Interview management representative- Mgmt representative and Auditor- Office at HQ</i></p>
Opening meeting	<ul style="list-style-type: none"> - Who - - When- - Where – Online meeting, in person etc. - What to cover -Introduction of auditees and audit team, scope, objective and criteria, timetable of audit so that everyone understands the scope and extent of this audit.
Closing meeting	<ul style="list-style-type: none"> - Who – auditee, EMS implementation team and any manager - When - - Where - Online meeting, in person etc. - Present audit findings and conclusions -audit team - Audit report -time plan and process

⁴¹ Material reference: Audit checklist and report are under development by SUN based on internal audit templates shared by SUN/Swedish EPA.

⁴² There are other methods available, these are just suggested methods that could be used

Attachment 3: Audit Checklist

Audit Scope	Annual Environmental Inventory (example)	Date	
Audit Criteria	Environmental Management System (EMS) requirements, Environmental Policy or equivalent corporate document, Environmental Objectives, Applicable International and Greening the Blue Reporting Standards	Auditor(s)	
Location(s) / Site(s)		Process Owner	
No	Check Items	Audit Evidence	Audit Findings*
	Responsibilities (Roles, Competencies) What roles and responsibilities has UNEP identified in relation to Greening the Blue Reporting, an Environmental Management System, and an Environmental Inventory? What competency needs has UNEP identified for the persons that work under its control in the Environmental Inventory? How does UNEP ensure that they are competent?	Environmental Inventory Team and Participants Environmental Management System (EMS) accountability structure Greening the Blue Reporting Team structure	
	Resources & Effectiveness (Methodology – Data Collection) How do you determine the data and information you want to collect for the Environmental Inventory? What methods are used for obtaining and consolidating the annual inventory’s quantitative and qualitative data from all UNEP locations? (e.g., interviews, face-to-face groups, forms, online tracking, etc.) Is there any procedure containing both qualitative and quantitative measures? How often is each method used (frequency)? For the most significant environmental aspects and impacts, which data is collected by yourself, and which data is provided by another party?	Environmental Inventory Management data collection tools and processes (e.g., spreadsheets, documentation, surveys, forms) Environmental Inventory Management third-party engagement process	
	Resources & Effectiveness (Methodology – Quality Control) Is there documented information available to confirm that data collection processes have been carried out as planned? Do you have a master list of monitoring equipment? - Is monitoring and measuring equipment used? Is all monitoring and measuring equipment appropriately maintained and calibrated?	Environmental Inventory Management data validation process Operating procedures for monitoring and measuring equipment	

<p>Resources & Effectiveness (Continual Improvement) How is feedback on the environmental inventory obtained from management and parties of interest? How is this information used to uncover ways to improve?</p>	<p>Feedback processes Continual improvement actions or activities</p>	
<p>Effectiveness & Alignment with UNEP Environmental Policy or equivalent corporate document. Does UNEP's Environmental Policy (or equivalent) aim to manage significant environmental aspects? Are greenhouse gas emissions explicitly referred to in the Environmental Policy?</p>	<p>Environmental Policy or equivalent corporate document</p>	
<p>Effectiveness & Alignment with UNEP Environmental Objectives Do UNEP's environmental objectives include greenhouse gas emissions reduction?</p>	<p>Environmental objectives</p>	
<p>Effectiveness & Alignment with Greening the Blue Reporting Does UNEP monitor its progress in environmental management using the Greening the Blue reporting process? Has UNEP's progress in environmental management been influenced by improvements to inventory management?</p>	<p>Greening the Blue reporting and review process</p>	
<p>Effectiveness & Alignment with the needs of Interested Parties What is the approval process for the Inventory Management Plan? Are UNEP's personnel aware of the organization's initiatives to reduce its carbon footprint?</p>	<p>Environmental inventory approval process Environmental communication material or platforms</p>	

*C: Conformance

NC: Non-Conformity

OFl: Opportunity for Improvement

Attachment 4: List of documents to review

This list of documents suggests which documents to review during the internal audit of the UNEP EMS. The list should be checked and revised by the office that is being audited. The list is intended to be generic, some of the documents in the list could not be applicable to a specific office due to non-existing procedure, the topic being managed in another document, or the document is not within the scope of the audit. At the same time, additional documents that are not in the list below could be relevant to the office’s EMS and the audit. These should be added to the list.

Documented Information	Record	Date of production	Latest version	Location of Document
Scope of the EMS	Scope			
Environmental policy	Policy			
Governance structure of the EMS (Roles and responsibilities)	Initial Environmental Review (IER)			
Risks and opportunities	Initial Environmental Review (IER)			
Environmental Aspects and impacts	Initial Environmental Review (IER)			
Significant environmental aspects and	Initial environmental report, a list of significant environmental aspects and criteria			
Previous audit reports	Audit report			
Corrective Actions	Environmental action plan			
Annual GHG inventory	Data records and submission forms			
EMS Management review report	Management review meeting report			
EMS monitoring tables				
Waste Management Procedures Including -Hazardous waste -Organic Waste, -Non-hazardous waste	SOP			
Policy/Guidelines for canteen and caterers	Policy document or guideline			
EMS Working Group / Sustainability Task Force meetings	Meeting minutes			
Steering Group meeting	Meeting minutes			
Energy Policy	Policy document			

Documented Information	Record	Date of production	Latest version	Location of Document
Procurement Policy	Policy document			
Travel Policy	Policy document			
Events and meeting policy	Policy document			
ICT Policy	Policy document			
Fleet management policy	Policy document			
Standard operational procedures (on the same topics as the policies above)				
Human resources <ul style="list-style-type: none"> - Introduction training packages - Job descriptions 				
Staff awareness training	Training records			
Other documents <ul style="list-style-type: none"> - Environmental management system procedures - Operational procedures and process maps - Project and/or task descriptions - Related strategies - Roadmaps - Plans - Quarterly reports - Dashboards - Critical emails - Memos 				

Attachment 5: Scorecard Internal Audit

This scorecard reflects a current status check of the implementation and effectiveness of the UNEP EMS. The scorecard is based on the current EMS criteria in the UN system and partly on ISO14001:2015. To support the filling in of the scorecard, refer to the example of the EMS Internal audit Checklist with provided internal audit questions for further guidance.

ISO 14001:2015 Clause	Q #	EMS Criteria to be checked at internal audit	Internal audit Findings (Score 1 per box) Leave blank if N/A			Audit Evidence (documents, on site findings proved by, interviews, photos, etc.)	Non-Conformity (Action Needed)	Opportunities for Improvement (OFI) or COMMENTS
			Conformity	Opportunity for Improvement (continue work)	Non-Conformity			
4.3 - Scope of the EMS	1	Is the scope of the EMS defined and documented according to the following boundaries to which the EMS will apply: Geographical/Organizational/Operational?				Provide reference to documented information to justify the finding	Provide observations	Provide suggestions for process improvement or comments
5.2 - Environmental Policy	2	Environmental policy in place that is adopted by senior management and has been reviewed in the past 5 years						
5.3 - Roles, Responsibilities, and Authorities	3	Roles and responsibilities within the EMS are assigned and communicated at all levels within the organization and maintained as documented information.						
6.1.2 - Environmental Aspects	4	Significant environmental aspects and impacts are identified and documented						
6.2.1 - Environmental Objectives	5	Environmental objectives and targets based on the significant environmental aspects are set and approved by Senior management (including a target on GHG emissions reduction)						

7.2 - Support - Competence	6	Staff awareness training on environmental sustainability are mandatory for at least all staff						
7.3 - Support - Awareness	7	Staff is trained on the entity's environmental policy, significant environmental aspects and the environmental impacts of their work and relation to the entity's environmental performance						
8.1 - Operational Planning and Control	8	Environmental sustainability considerations have been integrated into key Operational controls and procedures (related to the significant environmental aspects e.g. procurement, travel, facilities management, fleet management, events etc.)						
8.2 - Emergency Preparedness and Response	9	Emergency preparedness and response plans with responsible person are set and documented						
9.1.1 - General Monitoring, Measurement, Analysis and Evaluation	10	Monitoring and measuring for at least the GtB environmental indicators/impact areas are in place						
9.2 - Internal EMS Audit	11	An internal audit programme is in place, is documented and is conducted periodically						
9.3 - Management Review	12	Annual Management Review meeting on EMS is held with senior management and documented						
10.2 - Nonconformity and Corrective Action	13	Corrective actions integrated into action plan (updated and in progress)						

Attachment 6: Corrective /Preventive Action Form

Date:	<input type="checkbox"/> Corrective Action	<input type="checkbox"/> Preventive Action
Facts (date/time/type of incident)		
Root Cause:		
Action Plan:		
Action Taken:		
Employee Name:		

Attachment 7: Internal Audit Report

Report Number		Date	
Location(s) / Site(s)		Audit Criteria	
Audit Objective(s)		Audit Scope	
Team Leader		Auditor(s)	
Auditees			
Executive Summary / Audit Conclusion			
No. Positive Findings			
1			
2			
No. Negative Findings NCR No			
1			
2			
No. Opportunities for Improvement			
1			
2			

Appendix I – UNEP EMS Manual notes to in-scope MEAs (September 2023)



EXECUTIVE SUMMARY

- Any UNEP-administered Multilateral Environmental Agreement (MEA), when adopting of UNEP’s Environmental Management System (EMS), should start by contacting the Head of Operations and Risk Management Unit, Corporate Services Division.
- In many MEA office locations, implementation of EMS related initiatives will require close cooperation with Enterprise Risk Management Focal Points, in case there is an ERM focal point already assigned at the MEA level.
- Subsequent sections will also emphasize the engagement required between the appointed MEA Sustainability Focal Point (SFP) and the UNEP Sustainability Focal Point assigned at respective locations. Additional engagement might also require discussions with local facilities management groups at facilities or compounds and other stakeholders who could support the EMS implementation at the MEA level.
- The Manual is to be read in conjunction with and applied together in a manner, consistent with other cross-cutting policies, management practices, and standard operating procedures of the MEA.
- Any MEA, while adopting the UNEP EMS may voluntarily consider to participate in the UNEP carbon tax collection into the Carbon fund to sustain, when needed, for the core environmental sustainability activities such as: improving environmental data and impact monitoring and reporting, reducing environmental footprint from air travel, facilities, events, promoting virtual/hybrid meetings or events, or/and create awareness.
- Most MEAs, similarly to UNEP, do not generally have full control over office management. Close collaboration with the local UNEP Sustainability Focal Point and landlord in charge of facilities management at the building or compound is envisaged and strongly recommended to ensure successful implementation of the Environmental Action Plans related to the EMS.
- Development of environmental sustainability and EMS related tutorials and training are to be provided by the UNEP HQ EMS Team; however, UNEP also encourages MEAs to carry out more training and materials specific to MEAs where relevant independently from UNEP.

CHAPTER 1: COMMITMENT AND POLICY

- In-scope MEAs are responsible for compiling, updating and keeping a separate record including the MEA related policies and commitments related to environmental sustainability. In-scope MEA SFPs are required to share updated records with the Environmental Affairs Officer at UNEP HQ.
- Any additional points not included on the agenda items of the UNEP Environmental Policy are the sole responsibility of the in-scope MEA.

CHAPTER 2: PLANNING

Register of Significant Environmental Aspects and Impacts

- While efforts have mostly focused on the UNEP Headquarters, as part of the UN management reform UNEP-administered MEAs are encouraged to also reduce their impacts and promote environmental sustainability.
- Once risk registers are completed, the in-scope MEA SFPs should share the results with the Enterprise Risk Management (ERM) Focal Point. If available at the location, the ERM Focal Point will integrate the MEA's risk register with the wider Risk Universe for the MEA and the rest of UNEP. Risk registers should also be shared with the UNEP HQ SFP for consolidation at UNEP level and for support and guidance in the preparation of respective action plans to mitigate those "Very High" Level risks.

Objectives and Targets for the EMS

- In-scope MEAs are encouraged to set their own objectives and targets aligned to UNEP Environmental Policy, in addition to [Appendix E Objectives and Targets](#) of the UNEP EMS Manual.
- Any additional objective and target proposed by the in-scope MEA is the sole responsibility of the MEA and it shall be addressed within the respective environmental action and implementation plans.

Environmental Action Plans (EAPs)

- The in-scope MEA SFPs shall develop individual environmental action plans for their locations. For those locations where UNEP has a presence, the MEA SFP shall consult with its UNEP local SFP on the development of the action plans in order to facilitate alignment as well as avoid duplication of efforts.
- The estimated budget for each action shall be included as part of the EAP and approved by the respective MEA Director. MEAs are encouraged to voluntarily join and contribute to the current UNEP's carbon levy mechanism. Alternatively, MEAs may establish their own funding approach to finance

initiatives and projects to improve environmental sustainability at their operations and facilities.

Travel, Facilities and Operations

- As part of UNEP EMS, each in-scope MEA shall compile an Environmental Inventory for its location, on an annual basis, which includes facilities, office and air travel emissions.
- Annually, in-scope MEA SFPs shall reach out to their UNEP local SFPs, if assigned, and discuss the approach towards data collection for the individual inventories at the same location.
- UNEP UMOJA BI Travel Dashboard also includes air travel data specific to the MEA. In-scope MEA SFPs shall reach out to the Environmental Affairs Officer at UNEP HQ, or their respective local UNEP SFP, if assigned, and request support with air travel emissions data collection.
- In-scope MEA Environmental Inventory for facilities and office operations shall include data, such as: heating, lighting and overall electricity consumption, stationary combustion, refrigerants used for air conditioning equipment, steam, mobile vehicles used for official purposes, public transportation for official travel, and any other physical or chemical processes that are controlled by the MEA at the specific inventory location.
- Facilities and office data might be available at the UNEP local level. In-scope MEA SFPs shall reach out to the Environmental Affairs Officer at UNEP HQs, or their respective local UNEP SFP, if assigned, and request support with facilities and office data collection.
- Each in-scope MEA SFP shall decide whether its inventory will be submitted directly to the SUN team or through the UNEP Environmental Affairs Officer at UNEP HQ and its local UNEP SFPs.
- Offsets should be purchased annually and cover 100% of inventoried emissions. Each in-scope MEA SFP shall decide whether offsets purchase will be carried out directly by the in-scope MEA or via the UNEP EMS team. Any decision should be communicated with the UNEP Environmental Affairs Officer at UNEP HQ.
- In-scope MEAs are not prevented from implementing or developing any additional policies or initiatives to improve their own facilities and offices.

Resources

- The adoption of UNEP's carbon levy mechanism is not mandatory for in-scope MEAs as they have their budgets approved by separate decision-making bodies.

- In case an in-scope MEA decides to voluntarily adopt UNEP's carbon levy mechanism, a discounted charge of USD 20 per ton of carbon equivalent emitted will be applied over the first two years of joining the initiative.

CHAPTER 3: IMPLEMENTATION

Organizational Chart and EMS Responsibilities

- In-scope MEA SFPs will closely liaise with the UNEP local SFP, if assigned to their locations, while developing their local action plans and agreeing on the timeframe for action.
- Development of environmental sustainability and EMS related tutorials and training are to be provided by UNEP HQ EMS Team; in-scope MEA SFPs are required to participate. If needed, in-scope MEAs are encouraged to develop additional specific training and communication materials independently from UNEP.
- In-scope MEA SFPs shall keep copies of risk registers and environmental action plans developed for their specific locations.

CHAPTER 4: EVALUATION, REVIEW AND REPORTING

Annual Monitoring

- The Environmental Affairs Officer coordinates with the in-scope MEA and its respective UNEP local SFP and collects information via [Annual Environmental Inventory templates](#) to allow the update of the EMS progress reports at the location level. With support from the in-scope MEA SFP and its UNEP local SFP, the Environmental Affairs Officer updates the Progress report at the MEA level.
- In-scope MEA SFPs shall in collaboration with the UNEP local SFP prepare a summary of the EMS progress to provide an update to the Environmental Affairs Officer at UNEP HQ including about the effectiveness of measures for managing and controlling the significant environmental aspects of activities identified at the EMS Risk Register.

Mid-term Evaluation

- Mid-term internal reviews could be carried out for specific processes at the in-scope MEA level. Internal reviews for specific locations could also be carried out jointly within the UNEP local SFP scope or separately from UNEP.

- The in-scope MEA SFP shall revise and update its Environmental Risk Registers, the EMS action plans, and related guiding documentation every two years (mid and end of the EMS cycle).

Appendix C – ESP 001 Register of Significant Environmental Aspects and Impacts

- In-scope MEA SFPs shall develop their own EMS risk register independently from the UNEP local EMS risk register. Please reach out to the UNEP Environmental Affairs Officer to access specific templates for MEAs.
- Via close consultation with the UNEP local SFP at each location, the in-scope MEA SFP shall decide whether to include or exclude activities from the EMS risk register that are already part of the UNEP local EMS risk register. NOTE: most of the activities included in the UNEP local EMS risk registers will be managed through UNEP on behalf of the local MEA.
- The in-scope MEA SFP shall consult and discuss with the UNEP local SFP or UNEP HQ SFP about the scoring for the level of risk of those duplicated activities appearing in both the MEA and the UNEP local risk registers.
- The in-scope MEA SFP shall develop and implement separate environmental action plans to mitigate or maintain the level of risks identified in their individual risk registers.

Summary checklist for MEAs to prepare for UNEP EMS adoption (June 2023)

Requirement	To-Do	Timeline from start of participation	Check
Governance	Entity's Senior Management to participate in SMT meetings when EMS management reviews are conducted	From the next scheduled SMT meeting on EMS Management	
	Nominate an MEA sustainability focal point to represent your entity: coordinate with MEA local sustainability focal points for the implementation of activities related to improving environmental sustainability performance within the EMS	3 months	
	If your entity operates in more than one location, nominate a local sustainability focal point for each location in order to collect data and implement activities related to EMS at the local level	3 months	
Environmental Sustainability Commitments	Create a list with all environmental sustainability commitments adopted by your entity related to the UN system (e.g., UN Sustainability Strategy Part 1; UN Secretariat Climate Action Plan, etc.) and other stakeholders (e.g., local commitments, MEA internal regulations, etc.)	3 months	
	Share the list with the UNEP sustainability focal point for coordination with the UNEP HQ	3 months	
Significant environmental aspects /Risk Identification	Using the UNEP Risk Register Tool, identify Activities and Facilities that have or can have significant environmental aspects or compliance obligations/commitments related to environmental sustainability	6 months	
	Discuss and coordinate with the UNEP sustainability focal point to consolidate your entity's EMS risk register with UNEP's register at your location	6 months	
Action Plan	Using the UNEP Environmental Action Plans guiding documents, identify activities and tasks that can be implemented by your entity within the next 2 years in order to mitigate those significant environmental aspects in line with the EMS risk register	6 to 9 months	
	Discuss and coordinate with UNEP sustainability focal point to consolidate your entity's action plan with UNEP's action plan at your location	6 to 9 months	
Implementation	Participate in training and awareness sessions organized by UNEP HQ as part of the EMS implementation	Ongoing	

Requirement	To-Do	Timeline from start of participation	Check
	Ensure all personnel at your entity take the Greening the Blue Tutorial at WeCollaborate	3 months	
	Mobilize local sustainability focal points at your entity to collect data for the annual environmental inventory using an e-app (EnviroData)	6 to 9 months	
	Allocate resources to implement activities as per the action plan at your location in order to improve environmental performance related to GHG emissions, energy and water consumption, and waste management	After 1 year	
	Offset the annual GHG emissions related to air travel, operations and use of facilities/premises at your entity	After 1 year	
	OPTIONAL: Contribute to the UNEP carbon levy mechanism where a carbon tax of 20\$ per tCO ₂ eq. applies to your entity for its annual GHG emissions related to operations and facilities/premises. Funds will be used to offset your entity emissions as well as to implement, when required, activities that improve your environmental performance within the EMS		