

DFS ENVIRONMENT STRATEGY

Executive Summary

The Environment Strategy of the United Nations Department of Field Support (DFS) came into effect in January 2017. It sets out a vision that DFS will strive to achieve by 2023 in relation to environmental management in peace operations. It also defines 'phase one' objectives up to June 2020 across five pillars. The strategy is a living document, updated as progress is made and approaches evolve. This summary document outlines the analysis and priorities set out in the full document following one year of implementation.

VISION

Through the DFS Environment Strategy the Department intends, by June of 2023, to realise its vision for the deployment of **“responsible missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems; contributing to a positive impact on these wherever possible.”**



CONTEXT

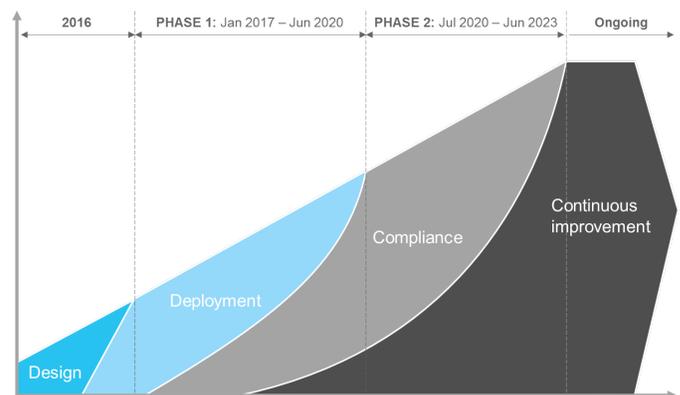
Large and complex UN peace operations are deployed to some of the world's most insecure areas, in some of which enabling infrastructure is severely lacking. They face significant challenges in ensuring good environmental management, but the implications of underperformance in this area are serious: particularly in light of the vulnerability of the ecosystems and societies to which these operations are deployed. Member States have strengthened their emphasis on environmental management in recent years, while both internal and external audits from 2014 to 2016 demonstrate that there is a long way to go to ensure consistently high performance across the board.

DFS started increasing its focus on environmental management in 2015, establishing it as one of the top priorities of the department. Steps taken included the creation of a strategic coordination function in the Office of the Under-Secretary-General; closer monitoring of environmental risks; the establishment of a three-year technical assistance partnership with UNEP, called REACT; and the promulgation of a stronger regulatory framework on waste management.

PHASE ONE

By June of 2020, DFS intends to achieve progress across five key pillars: energy, water and wastewater, solid waste, wider impact and the introduction of an environmental management system. Objectives in each of these areas are outlined overleaf, as well as the main approaches that will be taken to achieve progress toward them during the first phase. In addition to the priority of addressing risks; there is, of necessity, a significant focus during this phase on low-cost measures to improve efficiency, particularly while more robust data is being established to help inform planning and decision.

Building systems to access reliable data to support analysis, and to measure and drive performance, is a major undertaking that will take time to complete. It includes the introduction of meters where needed, the roll out of consistent methodologies for site assessments, and the building of systems for verified data gathering and sharing. Key Performance Indicators have been developed to track progress and data collection has already started – at present mainly relying on estimates and self-reporting. Over the two to three years, data collection and verification processes will be strengthened. By the end of the first phase of strategy implementation, reliable baselines will be in place; these should enable target setting for the second phase.



Source: Bain & Company, Management for Operational Excellence

ENVIRONMENTAL MANAGEMENT SYSTEM



Objective: To implement a management system that is effective at achieving progress towards the DFS environmental vision.

Approach: Data collection and analytics are being strengthened and a new performance evaluation system is being introduced to support planning and track performance. Results will be integrated into formal reporting mechanisms to ensure senior management oversight of progress towards the DFS environmental vision and to drive continual environmental improvement. Environmental activities are being mainstreamed across mission structures through a standard template for Mission-wide Environmental Action Plans. These indicate actions for all relevant sections and require senior leadership sign-off. Technical support capacity (based in Brindisi) is being made available to missions for project planning and implementation. Going forward, increased emphasis will be placed on awareness-raising and behavioural change for both UN staff and military and police contingents with training becoming mandatory in some areas, and additional materials and guidance developed where needed. The policy and guidance framework will be updated to facilitate implementation of the strategy.

Performance indicators	Provisional Baseline Data
Average mission environmental management score	34/100 ¹
Proportion of key process indicators implemented by missions	51% ¹
Data quality / error level	KPI to be determined in 2018

ENERGY



Objective: To reduce overall demand for energy through efficiencies; increase the proportion of energy used that is produced from renewables; reduce the level of pollution created by peace operations.

Approach: This will involve the incremental introduction of both behavioural incentives and efficient infrastructure – tackling electricity supply, demand and transport in an integrated manner. Changes easy to implement and with low upfront cost will have priority: reduction of energy demand (including upgrade of lighting systems, more efficient air conditioning and plug loads), and improved design of facilities. Generator fleet management will be a priority to maximise the potential of low-penetration hybrid generators (renewables and storage systems). Immediate efforts are focused on energy audits, and project design / development for renewable energy systems to be connected to generator grids. To improve data collection and analysis, energy smart meters are being installed across all missions to measure production (kWh). To enable a shift in the vehicle fleet to more efficient models, opportunities to improve the fuel quality (sulphur content) of the diesel purchased through global systems contracts will be examined.

Performance indicators	Provisional Baseline Data
Fuel consumption per capita per day (UNOE and COE gensets)	3.4 L ¹
Installed renewable energy capacity (share of total on-site capacity)	2.7 MW (<0.3%) ¹
GHG emissions per capita per year	8.4 t CO ₂ eq. ²

WATER AND WASTEWATER



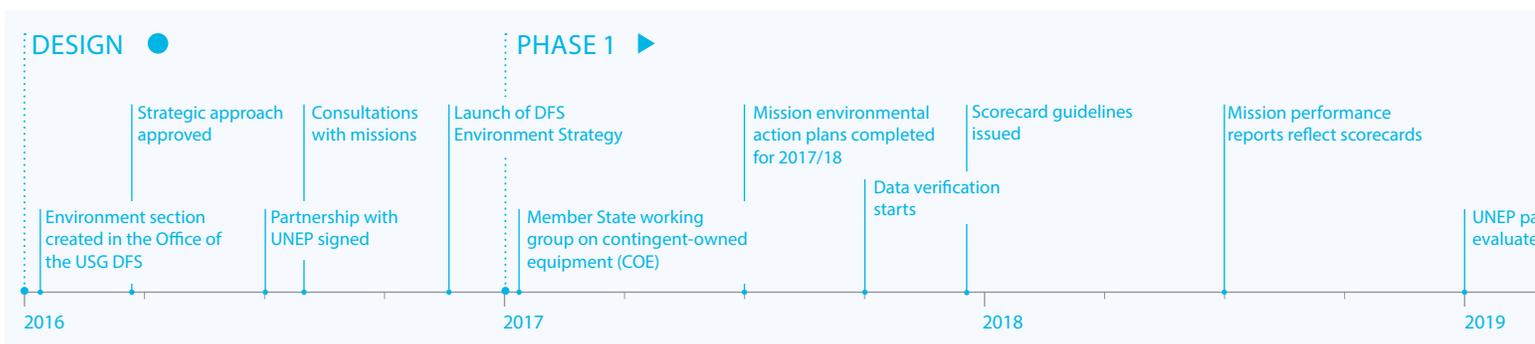
Objective: To conserve water and reduce the level of risk to personnel, local communities and ecosystems from wastewater management practices.

Approach: The overall approach to water and wastewater is focused on: risk management, the identification of appropriate technology and guidance, capacity building, and resource optimization. Improved ground and surface water monitoring will ensure sustainable abstraction, and water demand management will aim to reduce both consumption of water and generation of wastewater. To this end, more meters are being installed and water-saving fixtures will be made available for centralized procurement. Missions will also be encouraged to explore alternative water sources, including through reuse and recycling. Options for increasing traditional wastewater treatment approaches to supplement wastewater treatment plants will be explored, to take advantage of land availability, favourable climate, cost effectiveness and available skills. Options to address identified gaps in human resources will be examined, looking at a combination of mission capacity and outsourced services.

Performance indicators	Provisional Baseline Data
Water use per capita per day	119.2 L ¹
UN sites where wastewater assessed to pose a minimum risk (%)	Preliminary data: 2018
Contractor sites where wastewater assessed to pose a minimum risk (%)	Preliminary data: 2018
Water sources where abstraction of groundwater and/or surface water assessed sustainable (%)	Preliminary data: 2018

STRATEGY TIMELINE

¹ Data is tentative and based on a preliminary data collection exercise from missions.



SOLID WASTE



Objective: To improve waste management, and reduce the level of risk to personnel, local communities and ecosystems from waste.

Approach: Mission waste assessments and development of waste management strategies will inform planning and investment decisions based on robust data and well-defined risk analyses. Gaps or weaknesses in waste management documentation, guidance, capacity and operation controls will be identified and strengthened with investments for improved waste management supported by a clear business case and rationale prioritized at appropriate scales. New system contracts will be developed for improved equipment based on proven technology and/or outsourced waste management operations that will include long term servicing and training of personnel. The issue of accumulated legacy wastes, especially hazardous wastes, is to be directly tackled through improved inventory management, take-back schemes, advanced product registration, awareness campaigns and ongoing disposal treatments. Missions will be requested to appoint Waste Management Officers to ensure implementation of best practice solutions and improve compliance and performance of contingents, contractors and UN personnel.

Performance indicators	Provisional Baseline Data
Generation of solid waste, including hazardous waste, per capita per day	1.7 kg ¹
UN sites where waste assessed to pose a minimum risk (%)	Preliminary data: 2018
Contractor sites where waste assessed to pose a minimum risk (%)	Preliminary data: 2018
Share of waste with improved disposal methods	43% ²

WIDER IMPACT



Objective: To increase the level to which missions both take into account the wider environmental impact of their deployments and attempt to deliver a positive legacy.

Approach: A more responsible presence will involve better forward planning, through the development of appropriate methodologies to assess environmental impact - including on natural and cultural resources - that are tailored to the context of peace operations. These will be integrated into guidance and planning processes and will focus on all stages of the mission life-cycle, from deployment to liquidation. The regulatory framework will be updated to include do-no-harm provisions in relation to wildlife, littering, cultural heritage and other areas, and communication work will be done to stress the importance of appropriate behaviour in relation to these. Existing efforts by staff to organise 'clean-up' events and similar will be encouraged. Missions will also be encouraged to seek a positive long-term legacy through the development of specific environment-related projects that may benefit societies and ecosystems over the long term.

Performance indicators	Provisional Baseline Data
Proportion of new sites where recommendations from an environmental impact assessment have been fully implemented	Preliminary data: 2018
Number of completed initiatives intended to leave a positive environmental legacy following the departure of the mission	96 ¹

² Source: Greening the Blue Report 2016, data is for Peacekeeping Operations, Special Political Missions and Support Missions.

Percentage of peacekeeping operations with environmental management in their Results-Based Budget **100%**

Average number of peacekeeping missions participating in monthly video conferences for each pillar **11**

Percentage of peacekeeping missions with environmental action plan for current fiscal year **100%**

Missions with a portion of generators using synchronisation to increase efficiency **14**

Percentage of peacekeeping missions using solar energy in some form, including small scale applications such as water heaters **94%**

Number of HQ technical assistance visits deployed to Field Missions in 2017 so far **16**

Number of wastewater treatment plants commissioned since July 2016 **80**

Proportion of peacekeeping missions now reporting to UN-wide waste inventory **12/16**

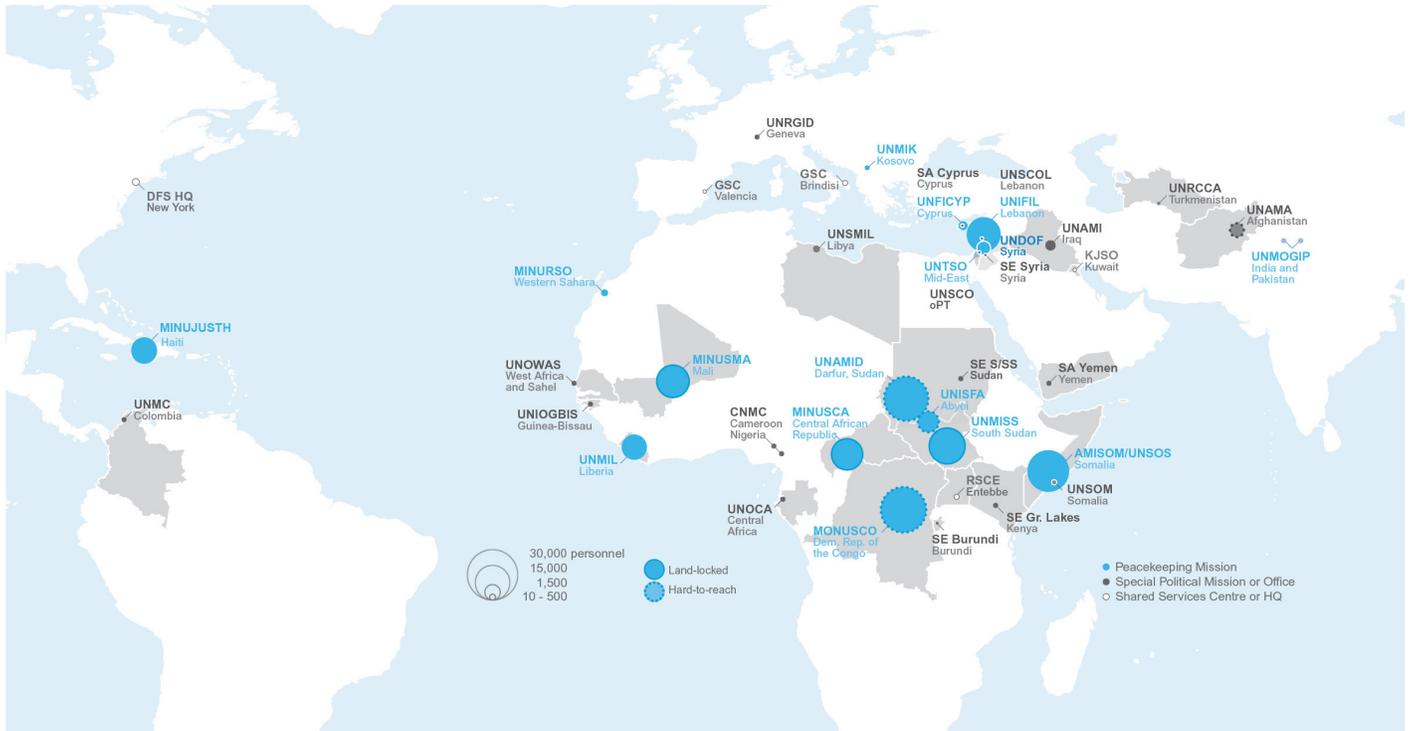
Tonnes of fuel contaminated soil that were remediated during ONUCI liquidation **1055**

Percentage of peacekeeping personnel working in land-locked or hard-to-reach areas **66%**

Median duration of peacekeeping missions since 2000 **6.5yrs**



OVERVIEW OF DFS-SUPPORTED OPERATIONS AND AUTHORIZED DEPLOYMENT



Circles indicate size of authorized personnel deployment. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the UN.

IMPLEMENTATION MODALITIES

The strategy is being implemented by staff at all levels across DFS and peace operations, with strategic leadership from the Office of the Under-Secretary General of DFS. Working groups have been set up to develop detailed operational plans across each of the five pillars above, with quarterly review of progress tracked by the Strategic Priorities Oversight Committee of DFS, including DFS Directors and others. The Working Groups consist of staff from field missions (particularly engineering and environmental staff), HQ (including the Global Service Centre in Brindisi), as well as staff provided through the technical assistance facility established with UN Environment (REACT). Working Groups are task-oriented, and chaired by Directors or Chiefs of Mission Support (DMS/CMSs) from missions. A small group of DMS/CMSs have convened a Field Advisory Committee on Environment to provide advice to the leadership of the Department on environmental issues and strategy.

ABOUT THE UN DEPARTMENT OF FIELD SUPPORT

The Department of Field Support (DFS) is a service provider for international peace operations, including peacekeeping operations, special political missions, as well as a major African Union operation (AMISOM). DFS' mission is to help such peace operations succeed with support solutions that are rapid, effective, efficient and responsible. The Department's vision is to achieve operational excellence in delivering reliable, consistent and sustainable results for clients and stakeholders. DFS works with UN and non-UN partners to help plan, mobilize and sustain operations in some of the world's most complex environments. Core field support services range from budget, finance, human resources and technology to supply-chain, facility, and asset management. DFS also supports prevention, enforcement, remediation and accountability efforts in response to sexual exploitation and abuse - and all other forms of misconduct - in peace operations. DFS presently supports 35 UN and non-UN peace operations in the world's most complex environments, with over 153,000 authorized personnel and a combined budget of about \$8 billion to help create the conditions for lasting peace and stability. These field operations account for about 75 percent of the UN Secretariat's annual spending, about 55 percent of its civilian personnel and about 85 percent of its annual procurement.

DFS-SUPPORTED OPERATIONS

As per 31 July 2017

PEACEKEEPING MISSIONS

16 PKMs
15 UN peacekeeping missions + UNSOS

148,800
Authorized PKM personnel

\$6.9 billion
Budget incl. UNSOS

\$405 million
HQ Support Acc. (\$324m), UNLB (\$81m)

POLITICAL MISSIONS AND OTHERS ¹

19 SPMs + others
17 special political missions + 2 others

5000
2 Auth. personnel 17 SPMs + 2 others

\$610 million
Budget 2016, 17 SPMs + 2 others

MISSION SUPPORT STAFF

14,500
Auth. staff (PKMs, SPMs, UNLB, HQ)

For more information, please contact Ms. Joanna Harvey (peaceops-environment@un.org), Environment Section, Office of the Under-Secretary-General of Field Support, United Nations.