



ENVIRONMENT STRATEGY FOR FIELD MISSIONS

2019 October

Executive Summary

The Environment Strategy for Field Missions came into effect in January 2017. It sets out a vision that the Department of Operational Support (DOS) 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, which will be further defined and strengthened with targets in 'phase two'. The strategy is a living document, updated as progress is made and approaches evolved. This summary document outlines the analysis and priorities set out in the full document following almost three years of implementation.

VISION

Through the Environment Strategy for Field Missions 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.”**



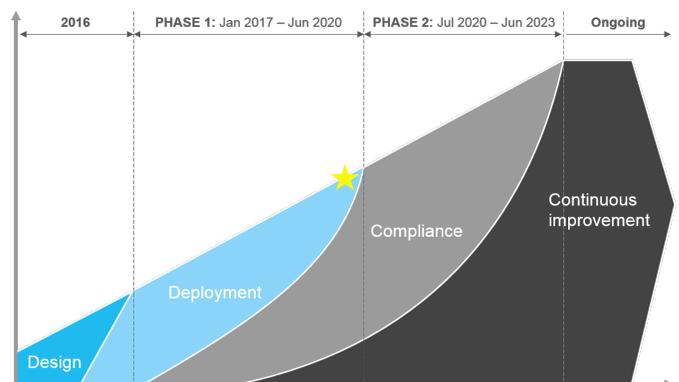
PHASE ONE

By June of 2020, DOS intends to establish a strong foundation for continuous improvement 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 towards them during the first phase. In addition to the priority of addressing risks, there is 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-making.

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-level 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 first three years, data collection and verification processes will be strengthened; by the end of this first phase of strategy implementation, robust baselines will be in place which will support target setting for the second phase.

CONTEXT

UN peace operations are deployed in some of the world's most insecure, remote and vulnerable post-conflict environments. Common challenges faced include the lack of adequate infrastructure, whether power grids, municipal landfills, or water and sanitation facilities, and the difficulties in finding sufficient capacity (local, national or international) in environmental management. The implications of under-performance are serious, particularly in light of the vulnerability of the ecosystems and societies within which these operations are deployed and our responsibility to do no harm and leave a positive legacy. In recognition of the importance of having a responsible presence and improving operational effectiveness, Member States have strengthened their emphasis on environmental management in recent years, while both internal and external audits demonstrate that there is a long way to go to ensure consistently high performance across the board.



Source: Bain & Company, Management for Operational Excellence

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: The strategy is based on demand reduction and improved efficiency, with a focus on relatively simple changes with a low upfront cost. This will involve the incremental introduction of both behavioural incentives and more efficient infrastructure – optimizing energy production and energy consumption in an integrated manner. The highest priority for infrastructure improvement is energy demand reduction, to be accomplished through metering and awareness, thermostats, sensors, efficient air conditioning, passive cooling and LED lighting. Other priorities include the improvement of diesel generator efficiency via resizing and synchronization; centralization of power generation; a shift from off-grid systems to grid connections where available; as well as selected investment in on-site solar photovoltaics, solar water heaters and solar well pumps to limit emissions and reduce power generation. Each mission will develop an Energy Infrastructure Management Plan to provide a comprehensive assessment of its energy situation (demand and production), and to be used in developing specific energy infrastructure project plans.

Performance Indicators (2018/19)	Provisional Baseline Data
Fuel consumption per capita per day (UNOE and COE gensets)	5.1 L
Proportion of installed renewable energy capacity against total on-site capacity	<1%
GHG emissions per capita per year	7.0 t CO ₂ eq

Note: All data shown based on 13 missions and UNGSC

WATER AND WASTEWATER



Objective: To promote sustainable abstraction, water conservation and the use of alternative water sources, while simultaneously reducing the level of risk to personnel, local communities and ecosystems.

Approach: The overall approach to water and wastewater is grounded in risk management, enabled by appropriate technology, policy and guidelines, capacity building, monitoring and compliance, and resource optimization. Demand management will reduce both consumption and wastewater generation, with groundwater monitoring targeting sustainable abstraction. Meters are being installed, with technical specifications for water-saving fixtures available in support of procurement actions. Missions are exploring alternative water sources, including reuse and recycling. In recognising operational challenges with packaged modular wastewater treatment plants, the approach is evolving towards the incorporation of alternatives, such as the design, construction, and operation of facilities. Resourcing gaps will need to be filled through a combination of dedicated mission capacity and outsourced services, taking into consideration local climate conditions in the field. The site-level wastewater risk assessment methodology will be enhanced through the use of geospatial and IT tools; with risk mitigation plans to be implemented as a matter of priority, where significant risk levels are identified.

Performance Indicators (2018/19)	Provisional Baseline Data
Water use per capita per day	121 L
Sites where wastewater assessed to pose a minimum risk	53%
Sites that use some alternative water sources	14%

SOLID WASTE



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

Approach: Waste assessments and development of Waste Management Plans will inform actions towards improving performance, reducing risk, and supporting investment decisions. Gaps or weaknesses in waste documentation, guidance, capacity and operation controls will be identified and strengthened with investments for improved waste management supported by business cases and prioritized appropriately, including multi-year projects. Development of system contracts continues for equipment based on the centralized, sub-sector and remote waste management yards concept, including long term servicing and training. Accumulated legacy wastes (e.g. expired products, e-waste), hazardous wastes and environmental site remediation (soil de-contamination, firing range clean-up) will be tackled through improved end-to-end supply chain management, take-back schemes, awareness campaigns and capacity building on improving disposal and remediation methods throughout mission lifecycles. Missions will focus efforts to ensure implementation of best practices and solutions, and improve waste management compliance and performance of uniformed contingents, contractors and all UN personnel.

Performance Indicators (2018/19)	Provisional Baseline Data
Generation of solid waste per capita per day	1.5kg
Sites where waste assessed to pose a minimum risk	17%
Share of waste with preferred disposal methods	43%

STRATEGY TIMELINE



WIDER IMPACT



Objective: To increase the level to which missions 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 on natural and cultural resources that are tailored to the context of peace operations. These will continue to be integrated into guidance and planning processes and will focus on all stages of the mission life-cycle, from start-up and initial 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. The concept of long-term positive legacy is becoming an integral part of the mission planning. Missions are encouraged to identify projects and activities that can leave a positive impact of the presence of peace operations in the long term.

Performance Indicators (2018/19)	Provisional Baseline Data
Number of completed initiatives intended to leave a positive environmental legacy following the departure of the mission (cumulative)	743
Proportion of sites where recommendations from an environmental impact assessment have been fully implemented	80%

ENVIRONMENTAL MANAGEMENT SYSTEM



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

Approach: An environmental performance and risk management framework is in place, including the Mission-wide Environmental Action Plans (MEAP) and the use of 'scorecards' to track performance, risks levels, actions and improvements. Data collection and analytics continue to improve, with a robust performance baseline expected to be established by the end of Phase 1 of the strategy (June 2020). Performance results will continue to be integrated into formal reporting mechanisms in the planning and budgeting processes to ensure senior management oversight, inform the prioritisation of resources and support effective mainstreaming of environmental responsibilities throughout operations.

Recognising the value of behavioural change, awareness raising materials in a range of languages are now available, translating the strategy into a series of actions for civilian and uniformed personnel that contribute to reducing each mission's environmental footprint.

Performance Indicators (2018/19)	Provisional Baseline Data
Range of mission environmental management scores	51 - 86
Proportion of sites where environmental inspections were conducted	72%
Data quality (proportion of site-level direct measurement)	46%

Number of missions fully connected to the grid **3**

Percentage of power generated from renewable resources **3%**

Number of missions located in water stressed countries **9**

Percentage of missions applying risk assessment methodologies **100%**

Number of missions composting organic waste **8**

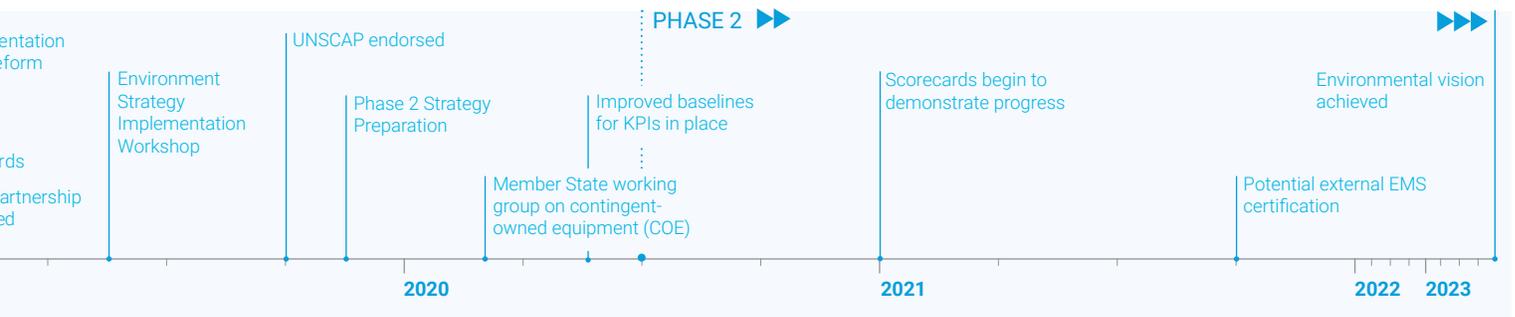
Percentage of missions with dedicated environment capacity **93%**

Number of missions with designated Environmental Focal Points in uniformed components **12**

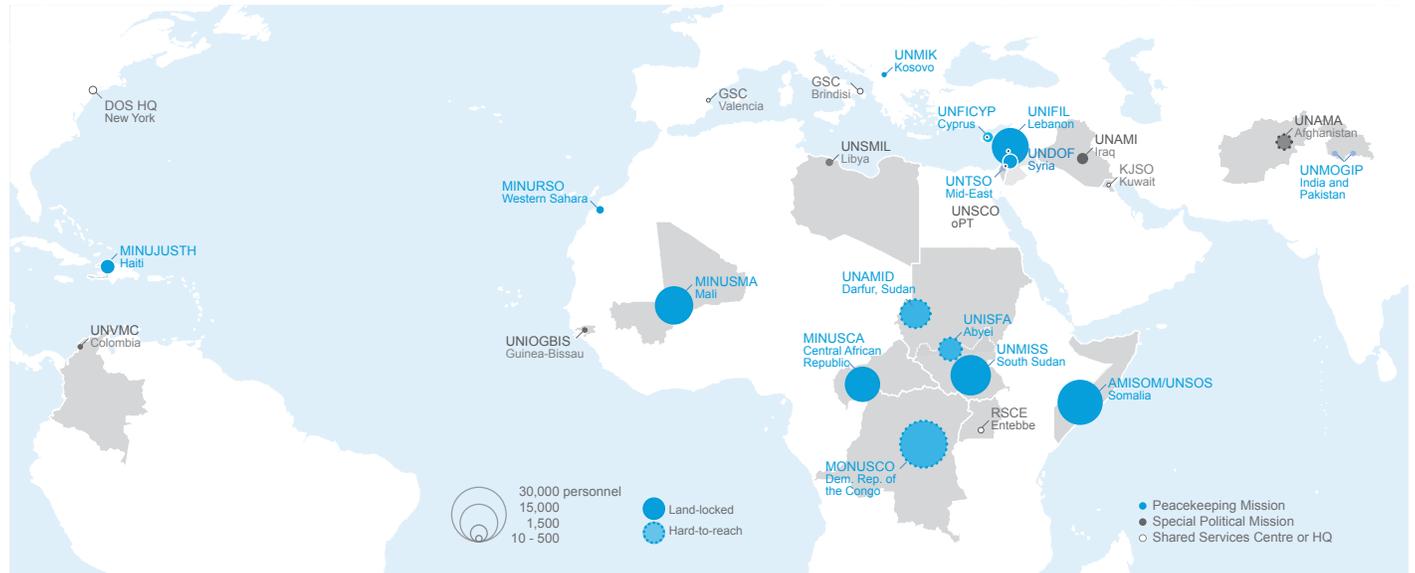
Number of missions located in land locked or hard to reach areas **6**

Cumulative technical assistance visits deployed to the missions so far **65**

Note: All data shown above based on 13 missions and UNGSC.



OVERVIEW OF OPERATIONS AND AUTHORIZED DEPLOYMENT (as of October 2019)



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 DOS and peace operations, with strategic leadership from the Office of the under-Secretary General of DOS. Strategy pillar Working Groups, involving relevant mission and HQ staff, have been meeting regularly to take forward implementation of the strategy. These are chaired by members of the Field Advisory Committee on Environment (FACE), who are a group of volunteer DMS/CMSs formed to lead the working groups and to provide advice and guidance to support Strategy implementation. The technical assistance facility is now fully established at GSC, reinforced in partnership with UNEP. Opportunities for synergy with Supply Chain Management strategic initiatives are also being pursued, including in relation to training, demand planning, and UMOJA. At the mission level there is increased focus by mission senior leadership on environmental performance and risk, through endorsement of individual Mission-wide Environmental Action Plans and implementation of Risk Mitigation Plans, where required to address areas of significant risk.

THE FUTURE

In line with the Secretary-General's vision for the UN as a field-focused organization based on simplification of policy frameworks, decentralization of decision-making authority to the point of delivery, and enhanced accountability and transparency, the Department of Operational Support (DOS) and the Department of Management Strategy, Policy and Compliance (DMSPC) were created to better support all senior managers in achieving effective programme delivery. DOS is the operational arm of the Secretariat and the client-oriented interface for operational support matters, with the main functions of supporting decision-making by empowered senior managers through advisory capacity, and supporting the implementation of decisions through operational support. DOS continues to strengthen its work in the field, as well as the ability to deliver on the expectations of troop- and police-contributing countries. It provides a broad spectrum of guidance and operational support, made systematically available across the global Secretariat, as well as support to UNHQ departments. While maintaining a field focus, the Environment Section has expanded its scope to encompass the entire Secretariat, with a particular focus on supporting the development and coming implementation of the UN Secretariat Climate Action Plan (UNSCAP), which builds on the progress made by missions to date, through implementation of the Environment Strategy for Field Missions.

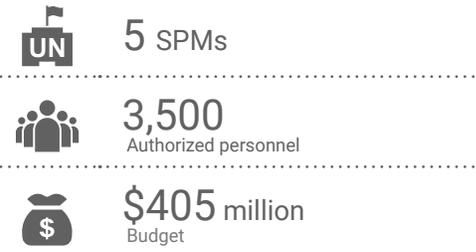
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PEACEKEEPING MISSIONS



POLITICAL MISSIONS



SERVICE CENTRES



For more information, please contact the Environment Section, Office of the Under-Secretary-General for Operational Support, United Nations (dos-ousg-env@un.org).