

# DFS ENVIRONMENT STRATEGY

## Executive Summary

The Environment Strategy of the United Nations Department of Field Support (DFS) sets out the context behind environmental management in international peace operations, establishing a vision for performance that DFS will strive to achieve within the next six and a half years. It also defines concrete interim objectives up to June 2020 across five pillars. Approaches to achieving those objectives within that timeframe are identified, as are the systems that will be introduced to manage, motivate and monitor progress. Modalities and timelines for implementation, monitoring and evaluation of the strategy itself are also explained.

## CONTEXT

Large and complex peace operations are now deployed to some of the world's most insecure areas, in which enabling infrastructure may also be severely lacking, leading to serious challenges in ensuring good environmental stewardship. Yet, the implications of underperformance are serious, particularly in light of the vulnerability of the ecosystems and societies to which these UN operations are deployed.

Emphasis from Member States on the importance of environmental management has strengthened in recent years. While a strong environmental policy framework is emerging for UN peace operations, and examples of good mission practice abound, both internal and external audits demonstrate that there is a long way to go to ensure consistently high performance across the board.

The Department of Field Support has significantly increased its focus on environmental management since 2015, establishing it as one of the top priorities for the Department. Steps taken have 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 partnership with UNEP; and the promulgation of a stronger regulatory framework on waste management.

## VISION

Most significantly, the Department has worked with missions, HQ actors and relevant partners to develop this detailed strategy, through which it 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.”**

## OBJECTIVES AND APPROACHES

By June of 2020, DFS intends to achieve significant progress across five key pillars: energy, water and wastewater, solid waste, wider impact and environmental management system.

Objectives are outlined below, as well as KPIs that will be further developed, adjusted and tracked (and will contribute to UN-system wide reporting mechanisms). For about half of the KPIs, some baseline data is already available but needs to be strengthened.

Part of the task in the first phase of strategy - until July of 2020 - will involve improving environmental analytics to effectively monitor progress. The five pillars will then be reviewed and specific targets set for the second phase of strategy implementation to conclude in June of 2023.

## ENVIRONMENTAL MANAGEMENT SYSTEM



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

**Approach:** A new performance management system will be introduced, including the use of 'scorecards' to track performance and risks. These will be integrated into formal reporting mechanisms and will also inform more detailed Mission-wide Environmental Action Plans. Governance mechanisms will be clarified and strengthened, and capacities made available to provide technical support to missions in project planning and implementation. Human resource needs in key areas, such as engineering, will be analysed across missions and addressed. Data needs will be clarified, and collection and analytics strengthened to support both operational planning and oversight. Emphasis will be placed on internal and external communication, including on best practices. Training will become mandatory in some areas, and additional materials developed where gaps exist. The policy framework will be updated to facilitate implementation of the strategy, and additional guidance materials provided in key areas.

Performance indicators	Baseline data	Year / Note
Overall score on DFS Environmental Scorecard	tbd ○	Q4 2018 or sooner
Share of 'Phase 1' strategy key performance indicators (KPIs) for which baseline data is in place	50% ●	2016

## ENERGY



**Objective:** To reduce overall demand for energy through efficiencies; increase the proportion of energy used that is produced from renewables; and 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. A central tenet of the strategy will be demand reduction and improved efficiency. Generator fleet management (efficiency) will be a priority in order to maximise the potential of low-penetration solar hybrid generators (renewables). Immediate efforts will focus on energy audits and project designs for larger scale solar farms to be connected to generator grids. In order to improve data collection and analysis, energy meters will be installed across all missions to measure production (kWh) and the Electronic Fuel Management System will be better utilised. Furthermore, as a means to enable a shift in the vehicle fleet to more efficient models, a plan will be developed to improve the fuel quality (sulphur content) of the diesel purchased through global systems contracts.

Performance indicators	Baseline data	Year / Note
Fuel consumption per capita per day	6.4 L ●	2015/16
Installed renewable energy capacity (and share of total on-site capacity)	1.1 MW (<0.1%) ●	2015/16
Greenhouse gas emissions per capita	7.7 t CO <sub>2</sub> eq. ●	2015
Share of generators and fuel sites protected against leakages/spills	tbd ○	Q4 2017

### GOOD PRACTICE: ENERGY

At the time of launch of this strategy 15 missions use solar energy in some form, although electricity produced from renewables is still less than 0.1% of the total. Several missions have planned the installation of solar systems in 2016/17. For instance, UNMIK is pursuing a 300 kW project that will ultimately meet 75% of HQ energy needs and reduce costs by \$74,000 annually. UNMISS is installing a 1 MW solar system in Juba that will reduce costs by \$280,000 annually. UNFICYP has also started a 450 kW project. 14 missions currently use generator synchronization to raise efficiency and reduce maintenance needs.

## WATER AND WASTEWATER



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

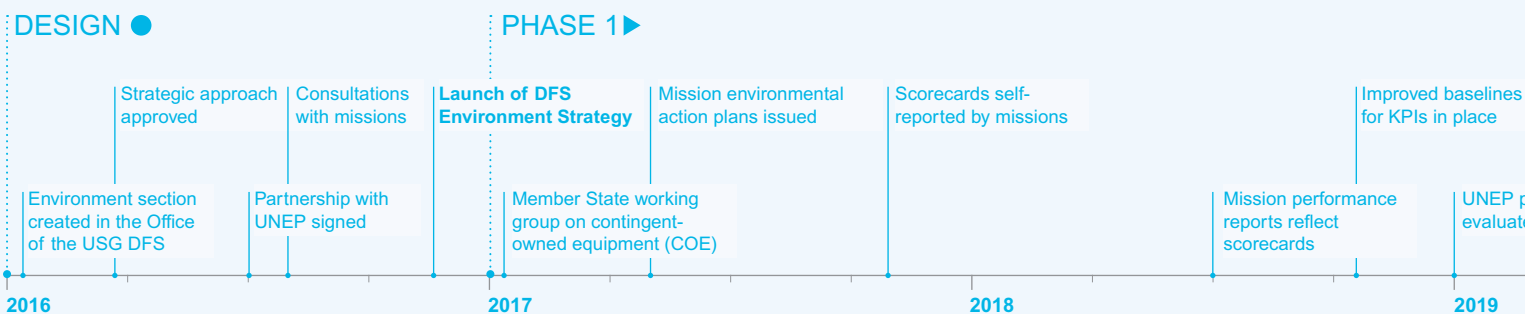
**Approach:** The overall approach to water and wastewater is grounded in risk management. In addition to ongoing monitoring of wastewater management in critical missions, a risk assessment methodology will be introduced to enable all missions to identify high risk areas - both within the mission (including sites maintained by troop and police contributing countries (TCC/PCC)) and with contractors. Where risk is identified, it will be elevated to the senior leadership level. Gaps in human resources (e.g. in relation to maintaining and operating wastewater treatment plants) will be assessed and plans will be developed on how best to fill any gaps, whether through mission capacity, contractors or a combination. For water, demand management will be critical, especially in arid regions. To improve data analysis, water meters will be installed across all missions to measure usage. Groundwater monitoring will also become standard practice to prevent over-extraction.

Performance indicators	Baseline data	Year / Note
Water use per capita per day	tbd ○	Q4 2018
Proportion of boreholes where assessments show no long-term negative impact on groundwater resources (%)	0 ●	2015/16
Share of sites where wastewater mgt is assessed to pose minimum risks	tbd ○	Q4 2018

### GOOD PRACTICE: WATER AND WASTEWATER

More than 400 wastewater treatment plants had been purchased by DFS-supported missions by mid-2016. In UNAMID, the treated water is used for car washing, flushing toilets, and irrigating trees. As a result, about 40% of the mission's water needs were met through recycled water, with a cost saving of over \$1.6 million in 2014/15 alone. MINUSMA is increasing its use of dry toilets to reduce water consumption. MINUSTAH has installed water meters in all mission sites and continuously monitors water usage. MINUSCA, MONUSCO, UNAMID, UNMIK and UNMISS currently practice, or are planning, rainwater harvesting.

## STRATEGY TIMELINE



## SOLID WASTE



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

**Approach:** A risk assessment methodology will be introduced to enable missions to identify high risk areas - within the mission (incl. TCC/PCC sites) and with contractors. Through better supply chain management, another DFS priority, acquisition planning will be improved so that inventories better match demand, thereby preventing excess stockpiles of expired consumables. An end-to-end perspective will help institutionalise better waste disposal practices – such as take-back schemes – in the planning stage. Solid waste is an area with the largest gap in global systems contracts. Focus will be placed on developing such contracts for an appropriate set of solutions. Gaps in human resources will be assessed and a plan will be developed on how to fill them, whether through mission capacity, contractors or a combination. For hazardous waste in particular, resources will be allocated to reduce risk. To improve data analysis, methods for estimating waste generation will be improved.

Performance indicators	Baseline data	Year / Note
Generation of solid waste, including hazardous waste, per capita per day	1.85 kg ●	2015
Share of sites where waste mgmt is assessed to pose minimum risks	tbd ○	Q4 2018
Share of waste for which improved disposal methods are used	25% ●	2015

### GOOD PRACTICE: SOLID WASTE

As the strategy launches, UNSOS is already constructing waste management yards that can shred and compact waste for incineration or a sanitary landfill and MINUSMA has introduced a contract on solid and biomedical waste that meets high-level international standards for incineration and disposal. MINUSTAH reduced its solid waste by 11% in 2015/16 and now has composting facilities in 12 out of 39 sites. They also have a process in place for only supplying staff with new batteries for their equipment if they return old batteries – at a high point collecting over 3000 batteries between January and March 2015.

## WIDER IMPACT



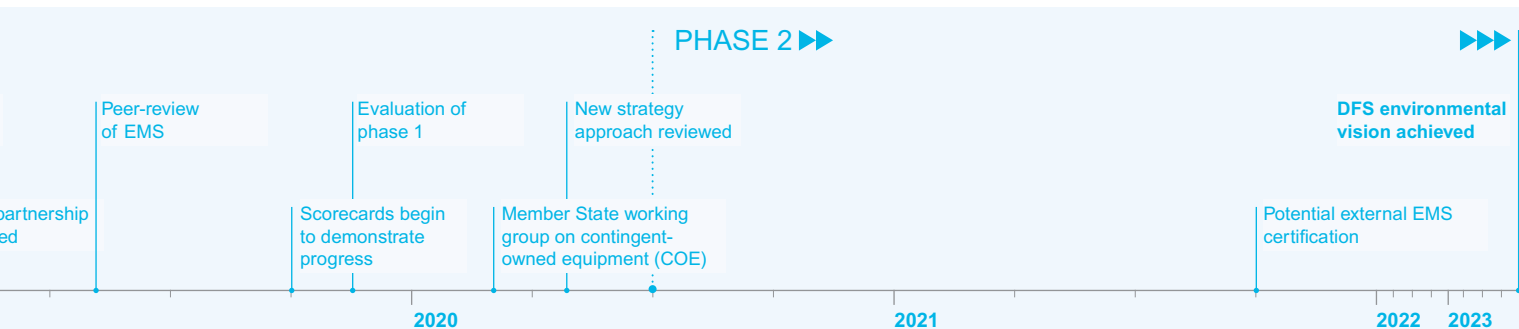
**Objective:** To increase the level to which missions both take into account the wider environmental impact of their deployments and attempt to deliver a positive legacy.

**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.

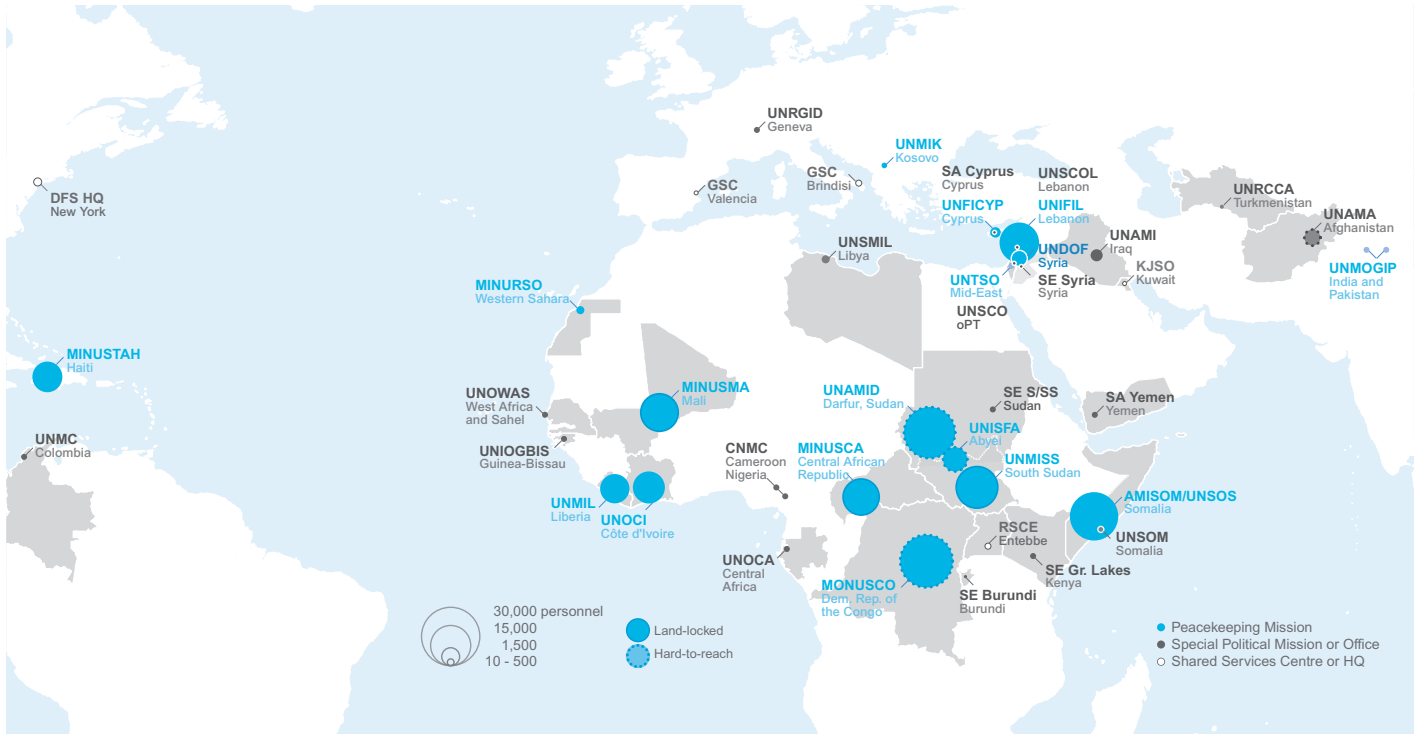
Performance indicators	Baseline data	Year / Note
Share of new mission sites where environmental impact has been included in assessment and planning processes	tbd ○	Q4 2018
Number of completed initiatives intended to leave a positive environmental legacy following the departure of the mission	tbd ○	Q4 2018

### GOOD PRACTICE: WIDER IMPACT

MINUSMA is working to support cultural and natural heritage – helping to restore ancient manuscript libraries damaged in the conflict and to support local rangers in protecting elephants against poaching. MINUSMA also conducted a study on its socioeconomic impact with the World Bank. UNOCI has refurbished a municipal disposal site to better meet quality standards, for both mission and local population use. 16 missions have implemented, or are planning, tree planting schemes. UNAMID is recycling juice boxes to nurse trees – producing 500 seedlings a week – and had planted 320,000 trees as of November 2015.



## 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 will be 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 will be 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 will 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 UNEP (REACT). Working Groups will be task-oriented, and chaired by Directors or Chiefs of Mission Support (DMS/CMSs) from missions. A small group of DMS/CMS will convene 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 36 UN and non-UN peace operations in over 30 countries, with nearly 168,000 authorized personnel and a combined budget of about \$8.5 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

#### PEACEKEEPING MISSIONS

**17 PKMs**  
16 UN peacekeeping missions + UNSOS

**162,900**  
Authorized PKM personnel incl. UNSOS

**\$7.5 billion**  
Budget incl. UNSOS, UNMOGIP, UNTSO<sup>1</sup>

**\$393 million**  
HQ Support Acc. (\$310m), UNLB (\$83m)

#### POLITICAL MISSIONS AND OTHERS<sup>1</sup>

**19 SPMs + others**  
17 special political missions + 2 others

**4,500**  
Auth. personnel 17 SPMs + 2 others

**\$587 million**  
Budget 2016, 17 SPMs + 2 others

#### MISSION SUPPORT STAFF

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

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