DOS ENVIRONMENT STRATEGY FOR FIELD MISSIONS

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. 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 two years of implementation.

VISION

Through the DOS 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."**

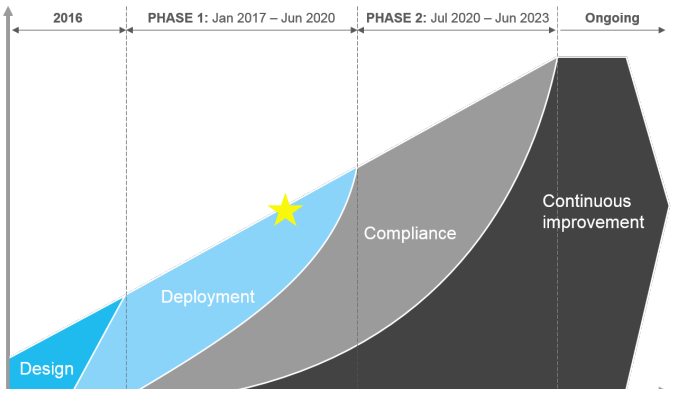
CONTEXT

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 underperformance are serious, particularly in light of the vulnerability of the ecosystems and societies to 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.

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 toward 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 target setting for the second phase.



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 simple changes with a low upfront cost. This will involve the incremental introduction of both behavioural incentives and more efficient infrastructure – tackling electricity supply, demand, and transport in an integrated manner. The highest priority for infrastructure improvement is energy demand reduction, to be accomplished through metering, thermostats, sensors, efficient air conditioning and LED lighting. Other priorities include the improvement of diesel generator efficiency via resizing and synchronization; a shift from off-grid systems to grid connections where available; as well as selected investment in on-site solar photovoltaics to limit emissions and reduce the cost of power generation. Each mission will develop an Energy Management Plan in order to have a comprehensive understanding of its energy situation (demand and production), and plan accordingly for actions to improve performance.

Performance Indicators (2017/18)	Provisional Baseline Data
Fuel consumption per capita per day (UNOE and COE gensets)	5.3 L
Proportion of installed renewable energy capacity against total on-site capacity	0.5%
GHG emissions per capita per year	7.7 t CO_2 eq

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 water monitoring targeting sustainable abstraction. Meters are being installed, with water-saving fixtures to be available for centralized procurement. 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 design, construction, and operation of facilities. Where possible, traditional wastewater treatment approaches will be engineered to leverage land availability, favourable climate, cost effectiveness and available skills. A site-level wastewater risk assessment methodology was developed and incorporated into the reporting framework with specific indicators on risk identification; a mitigation plan is initiated where significant risk is identified. Plans will be developed to fill any identified gaps through a combination of dedicated mission capacity and outsourced services.

Performance Indicators (2017/18)	Provisional Baseline Data
Water use per capita per day	136 L
Sites where wastewater assessed to pose a minimum risk	29%
Water sources where abstraction of groundwater and/or surface water assessed sustainable	44%

SOLID WASTE

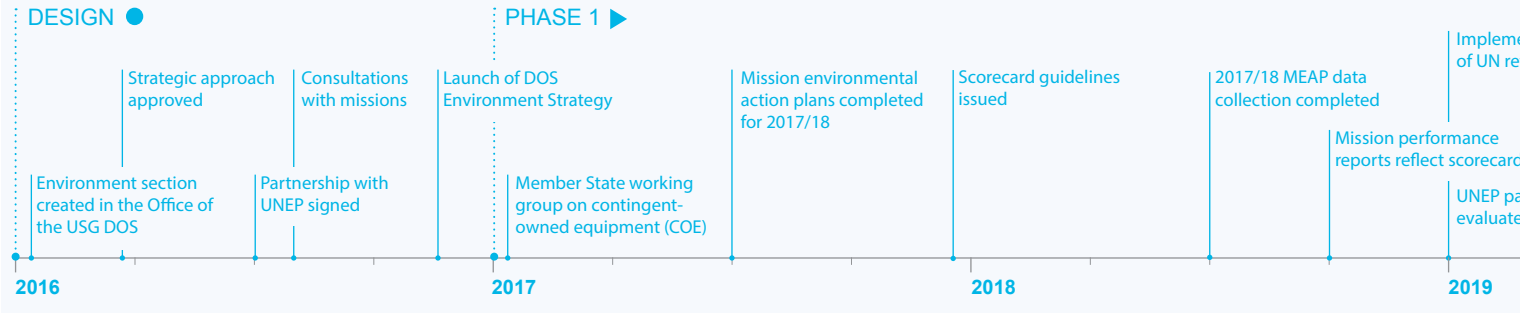
Objective: To improve waste management, and reduce the level of risk to personnel, local communities and ecosystems from waste.

Approach: Waste assessments and development of waste management plans will inform actions towards improving performance, reducing risk, and support 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 at appropriate scales 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 the provision of assessments, training, demonstration projects and advice notes for disposal and remediation treatments throughout mission lifecycles. Missions will focus efforts to ensure implementation of best practices and 4R solutions, and improve waste management compliance and performance of contingents, contractors and UN personnel.

Performance Indicators (2017/18)	Provisional Baseline Data
Generation of solid waste, including hazardous waste, per capita per day	2.5 kg
Sites where waste assessed to pose a minimum risk	5%
Share of waste with preferred disposal methods	24%

All data shown based on 14 missions, UNLB, RSCE

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 (2017/18)	Provisional Baseline Data
Number of completed initiatives intended to leave a positive environmental legacy following the departure of the mission	252
Proportion of sites where recommendations from an environmental impact assessment have been fully implemented	74%

ENVIRONMENTAL MANAGEMENT SYSTEM

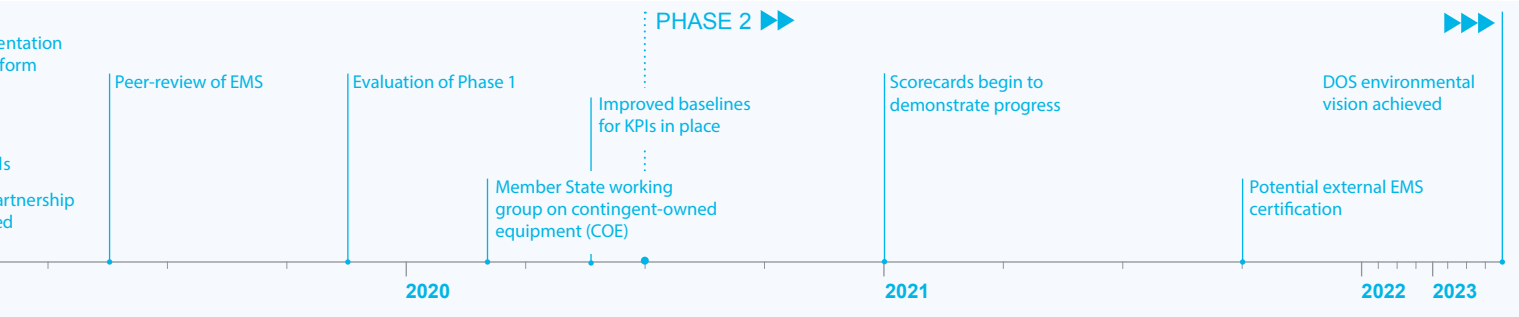
Objective: To implement a management system that is effective at achieving progress towards the DOS environmental vision.

Approach: A performance management system has been introduced, including the use of 'scorecards' to track performance and risks. Data collection and analytics continues to improve, with a robust performance baseline expected to be established by the end of Phase 1 of the strategy (June 2020). Performance results have been integrated into formal reporting mechanisms in the budgeting process to ensure senior management oversight and to mainstream environmental activities across all mission pillars. A needs-analysis has been conducted amongst missions to support awareness-raising and behavioural change for both UN personnel and uniformed contingents, with campaigns on water and energy conservation to be launched in 2018/19. This work will also provide consistent supporting materials for induction and training of all mission personnel, with specific modules developed for those with key roles to play in the implementation of the environment strategy.

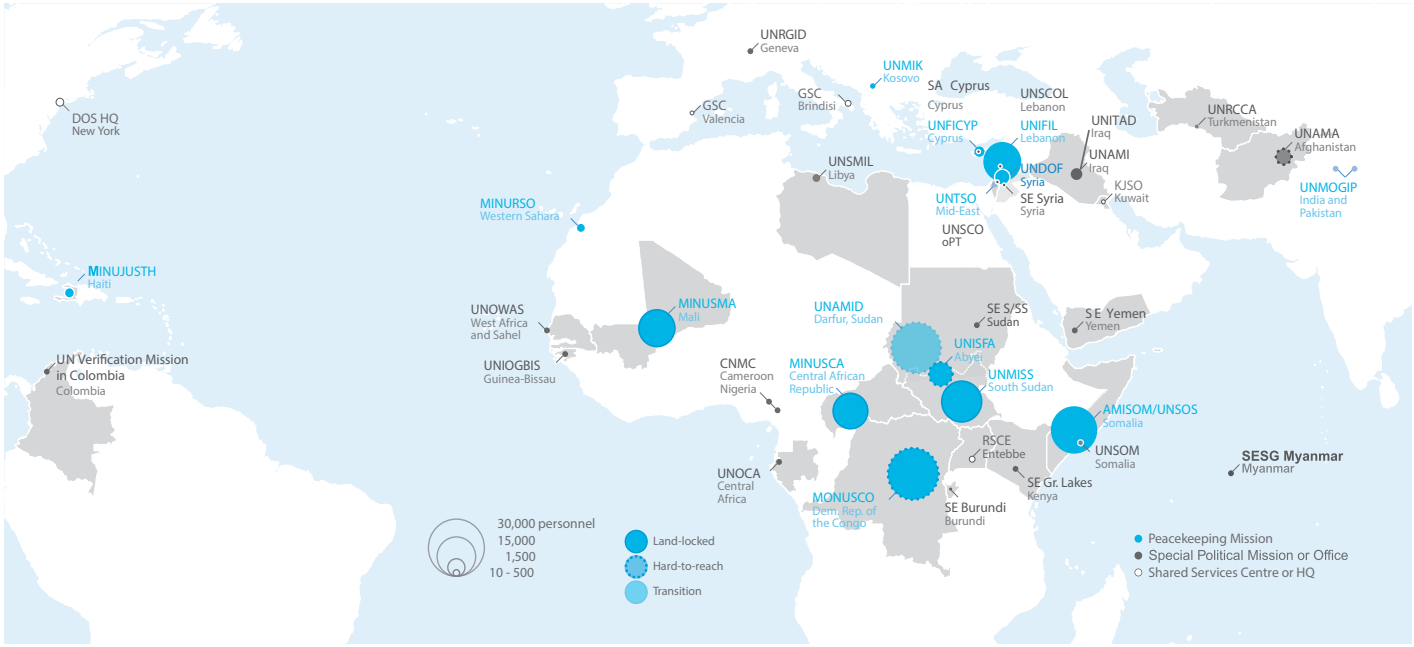
Performance Indicators (2017/18)	Provisional Baseline Data
Average mission environmental management score	61/100
Proportion of key process indicators implemented by missions	55%
Data quality (completeness level)	53%

Number of missions fully connected to the grid	4
Percentage of power generated from renewable resources	0.5%
Number of missions located in water stressed countries	7
Percentage of missions applying risk assessment methodologies	100%
Number of missions composting organic waste	7
Percentage of missions with dedicated environment capacity	87%
Number of missions with designated Environmental Focal Points in uniformed components	10
Number of missions located in land locked or hard to reach areas	6
Cumulative technical assistance visits deployed to the missions so far	45

Note: All data shown above based on 14 missions, UNLB, RSCE.



OVERVIEW OF DOS-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 level 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), a group of volunteer DMS/CMSs formed to lead the working groups and to provide advice and input to the Strategic Priorities Oversight Committee of DOS. 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 being pursued, including in relation to training, demand planning, UMOJA and others. Potential changes to governance structures in light of the management reform will be mapped over the coming months. 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 creation of the Department of Operational Support (DOS) and the Department of Management Strategy, Policy and Compliance (DMSPC) aims to ensure that management structures better support all senior managers in achieving effective programme and management delivery. DOS will be the operational arm of the Secretariat and the client-oriented interface for operational support matters, with two main functions of supporting decision-making by empowered senior managers through advisory capacity; and supporting the implementation of decisions through operational support. DOS will strengthen its work in the field, as well as the ability to deliver on the expectations of troop contributing countries and police contributing countries. It will provide 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 will expand its scope to encompass the entire Secretariat, in line with the broader responsibilities of DOS.

DOS-SUPPORTED OPERATIONS

As per 31 August 2018

PEACEKEEPING MISSIONS

15 PKMs
14 UN peacekeeping missions + UNSOS

139,000
Authorized PKM personnel. incl. UNSOS

$6.6 billion
Budget incl. UNSOS, UNMOGIP, UNTSO

$407 million
HQ Support Acc. ($325m), UNLB ($82m)

POLITICAL MISSIONS AND OTHERS

21 SPMs + others
19 special political missions + 2 others

4,900
Auth. personnel 19 SPMs + 2 others

$606 million
Net budget 2018, 19 SPMs + 2 others

MISSION SUPPORT STAFF

13,900
Auth. staff (PKMs, SPMs, UNLB, DFS HQ)

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