

UNEP
Climate Neutral Strategy
1 April 2010

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Introduction



As the UN's lead organization on environmental issues, it is only to be expected that UNEP should practice what it preaches and ensure that its work is conducted in ways that are respectful of both people and planet.

The UNEP Climate Neutral Strategy clearly defines how we are currently meeting the challenges of establishing a more sustainable organization and what our ambitions are for the future.

UNEP has been climate neutral since 2008. In addition we have committed to reduce our greenhouse gas emissions by 3% each year (from 2010 to 2012). Over the longer term we aim to support the UN Intergovernmental Panel on Climate Change's (IPCC) target to reduce emissions by 50-85% by 2050 on 1990 levels.

These are ambitious targets for any organization with a large workforce and a presence spanning the globe. Travel, central to our mandate of working with governments and sectors of society in over 190 countries, remains our largest source of emissions – accounting for close to 90 per cent in 2008.

In developing and implementing this strategy, we benefited from the expertise of many partners. It is in that spirit that we wish to share our experiences and approach with others. Contrary to the doubters and skeptics, it is remarkable how creative, innovative and committed people in an organization can be when confronted with such a challenge and the opportunity to act.

Together with my senior management team, we are committed to seeing this strategy implemented and will work to see that this happens.

Whether you are a UNEP staff member, a colleague in the UN system, a company, local authority or an individual interested in making a difference and leading by example, I hope you will find that UNEP's journey towards climate neutrality useful, practical and perhaps in some ways even inspirational.

A handwritten signature in black ink that reads "Achim Steiner". The signature is fluid and cursive, with a long horizontal stroke at the end.

Achim Steiner,

**UN Under-Secretary General and Executive Director
United Nations Environment Programme (UNEP)**

Executive Summary

In April 2010 UNEP's Senior Management Team approved the UNEP Climate Neutral Strategy.

Through the Climate Neutral Strategy, UNEP commits to improve not only its carbon footprint, but also other sustainability aspects of its operations.

The Climate Neutral Strategy provides a framework for coordinating sustainability efforts. It makes way for the introduction of an environmental management system, including environmental and social performance indicators and it sets clear targets and defines processes for reducing greenhouse gas emissions.

With the adoption of these measures UNEP is in the position to lead by example and to underline its credibility as a leading environmental organization.

UNEP has been Climate Neutral since 1 January 2008. This has been achieved by reducing greenhouse gas emissions through the adoption of sustainable management practices. Remaining emissions have been compensated for by procuring certified carbon credits.

The Climate Neutral Strategy sets UNEP's greenhouse gas emissions reduction target at 3% per year (from 2010 to 2012) taking 2009 as the baseline. These targets are ambitious but achievable. The Strategy provides a roadmap to realizing the targets and identifies activities with significant emissions reduction potential. These include travel, facilities and office operations, meetings, administrative systems, local transport, flexible working arrangements, procurement and staff engagement and awareness.

Travel stands out not only as the activity with the largest potential for emissions reductions, but where changes will and that can also achieve considerable cost savings. A mere shift of 5% air travel from business class to economy class, combined with a 3% reduction of air travel, will generate a total reduction of UNEP's carbon footprint of 8% within three years. In addition, the change in air travel would generate an estimated savings of USD 640.000 per year.

Overall, the strategy requires initial investments in areas such as training, the establishment of the environmental management system, and sustainable procurement. There are also annual costs for the procurement of offsets and the greenhouse gas inventory. However, yearly savings of almost USD 800.000 will exceed costs of about USD 345.000 and will have compensated the initial investments into environmental sustainability of about USD 510.000 after only two years.

I. Background

1. UNEP became a climate neutral organization as of 1 January 2008, following the commitment made by the UNEP Executive Director in October 2007.
2. The UNEP climate neutral commitment covers the six greenhouse gases under the Kyoto Protocol: CO₂, CH₄, SF₆, N₂O, HFCs and PFCs. There are no known emissions of SF₆ or PFCs from UNEP operations. The only source of CFC and HCFCs are from refrigerants used in air conditioning units. For air travel, the inventory only includes CO₂¹.
3. A preliminary Climate Neutral Strategy was adopted by the Senior Management Team (SMT) in March 2008. This strategy defined the objectives and basic principles for the UNEP climate neutral commitment. These remain valid and are reflected in the present version of the strategy.
4. As compared to the preliminary Strategy, the present version takes a UNEP-wide sustainability approach and primarily concerns actions and activities which are under the management control of UNEP².
5. The Strategy is consistent with UNEP's overall mission "to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and people to improve their quality of life without compromising that of future generations". The Strategy responds directly to the Governing Council's decision 18/10, which calls for "strategies for the promotion of best practice in environmental housekeeping for use by the United Nations Environment Programme 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". Within the wider United Nations framework the strategy constitutes UNEP's response to the Chief Executive Board's decision (October 2007) to move the United Nations system towards climate neutrality, and to the UN Secretary-General's initiative "Greening the UN" which aims at minimizing the United Nations system's ecological footprint and ultimately to make United Nations a climate-neutral organization.

1 UNEP acknowledges that air travel does cause emission of other greenhouse gases. However, as there is currently no internationally agreed methodology on how to account for these emissions, UNEP reports only on CO₂ from air travel. This is also in line with the recommendations of the UN Environmental Management Group (EMG).

2 The preliminary Strategy was in certain aspects focused only on UNEP in Nairobi and mixed activities which are under UNEP's control with activities which are under the control of UNON. The GHG Protocol refers to this new boundary definition as the 'control approach'.

II. Objectives

6. UNEP's Climate Neutral Strategy has the following objectives:
 - a. UNEP's climate neutrality will be achieved by reducing its greenhouse gas emissions as far as possible through adoption of sustainable management practices, and by procuring offsets to compensate for the remaining emissions.
 - b. UNEP will reduce its total greenhouse gas emissions by 3% per year during 2010, 2011 and 2012, compared to 2009³. UNEP aims to support the United Nations IPCC target to reduce greenhouse gas emissions by 50-85% by 2050⁴ compared to 1990.
 - c. UNEP will aim for continuous improvement in its sustainability performance and will develop an environmental management system to support this.
 - d. UNEP will monitor, manage and report on its climate and sustainability performance on an annual basis.
 - e. UNEP will "lead by example" and provide a basis for raising awareness of similar organizations, governments, and the public as a whole. UNEP will share methods, procedures, and approaches that can be used by other organizations within and outside the United Nations to reduce their own environmental and climate footprints.

III. Principal outputs

7. UNEP will produce an annual greenhouse gas (GHG) inventory based on the boundaries and methodologies that have been adopted for the United Nations system under the United Nations Climate Neutral Strategy. A preliminary inventory will be made available within two months of the end of the reporting year⁵. The GHG inventories for the years 2008, 2009 and 2010 will be externally verified to ensure the work is in line with best practice.
8. UNEP will reduce its climate footprint through emission reduction as far as is practical and economically feasible, and will do so as part of a coherent and continuous effort to reduce the overall environmental footprint of the organization.

3 The definition of boundaries and emission sources follows the agreed boundaries in United Nation's Climate Neutral Strategy (refer to CEB Climate Neutral Decision, Oct 2007). In principle this includes all emissions caused by travel of staff and others (when for paid by UNEP) and all UNEP facilities, including purchased energy, on-site generated energy and release of refrigerants.

4 The Intergovernmental Panel on Climate Change (IPCC) estimates that a global emission reduction of 50-85% is required by 2050 compared to 1990, if the average increase in temperature is to be limited to 2°C, which is seen as a threshold to avoid disastrous long-term impact from climate change. UNEP, as the leading environment organization in the United Nations system, subscribes to this ambition in our own climate neutral effort.

5 UNEP's baseline year is 2009, i.e. the year in which UNEP has the most recent greenhouse gas inventory at the time this Strategy was adopted. For example, the inventory for 2009 is to be ready by 20 February 2010.

The following areas will be in focus for emission reduction efforts (these are further elaborated in the following section):

- a. Travel of staff and others (consultants, meeting participants) supported by UNEP
 - b. Facilities and office operations, including meetings, administrative systems, local transport and working arrangements
 - c. Staff engagement, communication, awareness, and incentives for and recognition of sustainable behaviour
 - d. Procurement of products and services
 - e. Environmental and social safeguards for projects.
9. UNEP will establish an Environmental Management System (EMS) to monitor, report and manage its environmental impact. The EMS will be operational by the end of 2011, and as soon as possible thereafter, certified as an ISO 14001 compliant EMS.
10. UNEP will procure offsets to compensate for the remaining greenhouse gas emissions, thereby achieving a zero-climate footprint (climate neutrality). The procurement of offsets will be done according to the Terms of Reference for the UNEP Climate Neutral fund, approved by the Executive Director on 18 February 2009. Funding for offset costs⁶ are provided as follows:
- a. Travel-related emission offset costs will be charged to the same budget line that the travel is charged against. A system to automatically transfer funds to UNEP's Climate Neutral Fund at the time of charging the ticket is being established in UNEP.
 - b. Office-related emission offset costs will be charged annually to each Division. Each Division will cover the costs related to the emissions generated by their activities.

IV. Focus areas

Travel

- *UNEP is purchasing approximately 10,000 air tickets per year*
- *87% of UNEP's carbon footprint is caused by air travel (2008)*
- *47% of tickets are for staff travel and 53% for meeting participants (2008)*
- *15% of the tickets are in business class – representing 35% of total ticket costs and 45% of all GHG emissions from air travel (2008)*
- *250 air tickets are issued for routes where travelling by train would be less than 6 hours (2008)*

⁶ As a reference, UNEP's emissions in 2008 amounted to 11.508 tons CO₂ eqv, 87 % of which was caused by air travel. Certified Emission Reductions were purchased under the Clean Development Mechanism at a total cost of US\$225.796 (US\$19.6 per ton CO₂ eqv).

11. The total climate footprint of travel is to be reduced in absolute numbers by 8% by December 2012 as compared to 2009. This can be achieved through staff voluntarily shifting 5% of the current business travel to economy travel per year and a reduction of air travel by 3% per year. This objective is to be translated into recommendations and guidelines at division and branch level under the responsibility of the Division Director⁷.
12. Staff will be supported to reduce emissions from air travel, through, e.g. increased information and awareness raising, improved access to information on CO₂-emissions from different travel options, improved access to alternatives to travel such as video-conferencing or internet-based tools, and incentives for travel in economy class even when entitled to business class.
13. All travel where the destination can be reached by train in less than six hours should be by train. Exceptions should be accepted only if connecting travel to other destinations requires air travel. First class train travel should always be approved⁸.
14. UNEP will provide alternatives to travel by improving the access to alternative forms of communication. UNEP will establish an e-communication plan where all UNEP staff are provided with minimum access to online communication tools, including (tentatively) Skype, online meeting rooms, Internet-supported telephone conferencing, high-quality video conferencing, and voice-over-IP communications. The plan, including detailed technical specifications and a cost-benefit analysis, will be presented to SMT for consideration by the end of 2010⁹.
15. Staff are encouraged to bundle several meetings/objectives in the same mission as a means to reduce the number of tickets required. In order to bridge time in between meetings/events at the same location, staff are entitled to work remotely for up to one week¹⁰, subject to the local access to Internet and approval of the manager providing approval for the mission request. Remote work is governed by ST/SGB/2003/4.
16. Staff are encouraged to collaborate with UNEP regional and country offices in, for example, making presentations and thereby avoiding or reducing the need for travel. When planning a mission, colleagues in the regional office should be contacted beforehand to see whether the trip can be bundled with meetings/consultations with regional office staff, and/or whether regional office staff can act on a colleague's behalf. Staff may also seek local partners outside UNEP who can act on UNEP's behalf and thereby avoid or reduce travel.

7 Assume that a 5% reduction of travel equals a saving of US\$800,000 and a 5% shift from business to economy class travel equals approximately US\$300,000 savings.

8 First class train travel is common practice in United Nations.

9 Refer also to the UNEP IT Strategy currently under development.

10 One week is the average time within which it is cheaper to pay additional DSAs than to purchase an additional ticket for long-haul missions.

17. When contracts with travel agents are renewed/renegeotiated they will be required to meet the following minimum criteria:
 - a. Provide information on carbon footprint in each quotation, using calculation methods agreed with UNEP
 - b. Provide information on the carbon footprint on each ticket issued, using calculation methods agreed with UNEP
 - c. Give preference to airlines with more modern aircraft, when possible
 - d. Be able to book train tickets between any cities
 - e. Provide information on which itinerary is the most direct option (as opposed to the most direct and economic).

Facilities and office operations

UNEP has offices in 35 locations (2008), all rented or leased. Greenhouse gas emissions from offices account for approximately 15% of UNEP's total climate footprint. Electricity use is the main source of emissions.

18. The total climate footprint of facilities is to be reduced in absolute numbers by 1% by December 2012 as compared to 2009. This can be achieved through measures to increase energy efficiency and to encourage behavioural change.
19. All UNEP offices with 10 or more staff members will undertake in-house greenhouse gas emission reduction audits based on the Sustainable United Nations (SUN) Guide to Climate Friendly Buildings and Offices. Each office will, based on the assessment, develop preliminary emission reduction plans by December 2010. Each head of office is responsible for conducting the assessment and reporting the results to UNEP's climate neutral officer. SUN will provide on-line support.
20. Environmental indicators for offices to be used by all UNEP offices for annual monitoring and reporting will be established by December 2010. The indicators will be reflected in all new and renewed lease agreements and will also support the sustainability performance monitoring of UNEP to be reported on an annual basis (see paragraphs 29 and 30). Indicators will include, e.g. use of water, electricity, paper, and production of waste, waste water, hazardous waste, sustainable procurement, relevant cost and savings etc. SUN will provide support.
21. All service contracts (energy suppliers, cleaning services, waste management, etc.) will be environmentally screened when renewed to ensure that their services support UNEP's Climate Neutral Strategy and include information on the environmental indicators for offices (para 20). The senior official in UNEP authorized to request or approve such contracts (directly with the service provider or through a host organization such as UNON) is responsible in each case to conduct the screening with support from the climate neutral officer.

Meetings

UNEP organizes or co-organizes a large number of meetings and conferences every year, many being large scale and high profile. These have a direct impact on UNEP's sustainability and also offer an opportunity to make our sustainability efforts visible. UNEP's Green Meetings Guide (June 2009) provides hands-on advice on how to minimize the overall eco-footprint from meetings including reduced greenhouse gas emissions.

22. With immediate effect all UNEP meetings will be organized as green meetings, using UNEP's Green Meeting Guide as reference for criteria to be met by all UNEP meetings.
23. All UNEP offices with 10 or more UNEP staff members will, by the end of 2010, establish a roster of hotels, conference venues, catering firms and local transport providers at the duty station that meet the criteria specified in the Green Meeting Guide. These rosters will be updated every two years. The head of each office is responsible to establish the rosters.

Administrative systems

Administration and daily communication provides the backbone for all UNEP's activities and has a direct impact on the efficiency of the organization, and indirect impact on the environmental footprint of UNEP offices. One example is paper use, which is estimated at well over 10 million sheets per year.

24. UNEP will progressively introduce the use of e-applications to support common administrative tasks throughout the organization. Initial focus will be Nairobi and e-tools provided by UNON ICTS, with continuous roll-out to other duty stations.
25. All UNEP offices will adopt a paperless policy whereby all possible memos, requests, letters and other in-office communication not covered by administrative e-applications (refer to previous paragraph), is conducted by e-documents. By this policy, e-signatures are also considered valid for the internal work of UNEP¹¹. The aim is to have all UNEP offices with more than 10 staff members establishing online tracking systems for e-documents to facilitate follow-up and verification of action by each concerned sender/receiver by December 2012. During 2010, UNEP's climate neutral officer, with support from SUN, will work with UNEP's ICT managers to develop a proposal for the heads of offices. Data security will be considered. The heads of offices will present a consolidated proposal for SMT on software system to support the e-documents by March 2011¹².

11 Requests and memos will be considered approved if the decision maker transmits an e-document with his/her electronic signature, thereby reducing the need to print and sign the document in hard copy.

12 Indicative figures from DTIE suggests that each UNEP staff member prints approximately 8,000 sheets of paper per year. Experiences from other organizations show that the introduction of e-documents reduces the paper consumption between 40 and 80%. For UNEP this would result in a reduction in paper use between 3.6 and 7.2 million sheets per year.

26. Regional Offices should be increasingly used for e.g. distribution of hardcopy correspondence from HQ to countries.

Local transport

Commuting and local transports of staff comprise a small part of UNEP's environmental impact, but sends a strong message at the local level about the values of UNEP. The opportunities vary significantly between different duty stations.

27. All UNEP offices will undertake, by mid-2010, a survey of the commuting habits of its staff, and identify means to encourage more sustainable transport. This may include improved environmental requirements on contracted transport companies¹³, provision of adequate parking space for bikes and showers/changing rooms for staff, subsidized travel cards on public transport, as well as negotiated prices for green taxi services. The UNEP Sustainability Task Force will coordinate the survey and by September 2010 share results with heads of offices for discussion and decisions on measures to be implemented.

Flexible working arrangements

The UN Flex Policy (ST/SGB/2003/4) allows staff to work from outside the office for agreed periods of time, thereby reducing the need for commuting, allowing bundling of missions, off-loading limited office space, and increasing the work-life balance of staff.

28. All UNEP offices with 10 or more staff members will by mid-2011 review the potential to use distance work as means to improve efficiency of work, flexibility of mission planning, improve work-life balance of staff, and increase the flexibility in use of available office space, by adopting specific policies – adapted to the local level – to allow staff to conduct part of their duties from outside the office. The reviews will be based on the UNEP SUN technical paper Distance Work in the UN System and look at possible benefits, drawbacks and cost implications. SUN will provide technical advice to reviews. The head of each office will report to SMT in December 2011 on possible options of flexible work policies to be implemented in their office.

Staff engagement and communication

Staff engagement is key to put a sustainability policy into practice. It consists of formal and informal signals and incentives, as well as structured planning, monitoring and reporting of achievements.

13 This refers foremost to the buses transporting local staff to Gigiri in Nairobi.

29. All UNEP staff are to undergo by the end of 2011 training on sustainable behaviour, including travel, office habits, procurement, environmental safeguards for projects, etc. This training is to be developed by SUN as a compulsory on-line training module for all existing and new UNEP staff. SUN is to develop and finalize the training module by mid-2011.
30. In order to maintain and promote a culture of sustainability in UNEP the following actions will be undertaken:
 - a. Improve and maintain information sharing at www.unep.org/sustainability
 - b. UNEP's annual reports will include as a standard feature a section on UNEP sustainability
 - c. Creation of positive incentives and competition, such as the annual Green Office competition on World Environment Day
 - d. Encourage divisions to take initiatives and action to improve environmental performance and awareness
 - e. A UNEP Sustainability Task Force will be established and mandated to develop proposals for additional incentives to encourage and highlight sustainable behaviour in UNEP.

Procurement

Procurement is a central activity when aiming to enhance positive impact by UNEP, and avoid or minimize negative impact. The Procurement Network of the High Level Committee on Management (HLCM) has adopted a statement encouraging all United Nations agencies to adopt sustainable procurement practices. Sustainable procurement practices support protection of the environment, social progress and development, while maintaining transparency of the open procurement process.

31. All procurement initiated by UNEP or carried out on behalf of UNEP is to be conducted in line with the HLCM procurement network's statement on sustainable procurement. This means that, within existing procurement rules and regulations, requisitioners, procurement staff and other concerned staff are to apply the United Nations guidelines for sustainable procurement. Key procurement staff in UNEP and in organizations providing procurement services to UNEP¹⁴ will be trained in sustainable procurement by the end of 2011. Training will be provided by SUN¹⁵.
32. Every office with 10 or more UNEP staff members will report annually on the efforts made towards sustainable procurement, and the results. The head of each office is responsible for presenting a report to SMT by the end of each year. An online reporting format will be developed by SUN.

¹⁴ Organizations providing procurement services to UNEP include, e.g. UNON, ESCAP and UNOG.

¹⁵ UNEP SUN is coordinating, together with UNOPS and UNPS, the overall work on sustainable procurement in United Nations.

Environmental safeguards

Environmental safeguards is a procedure to ensure environmental aspects are given due consideration throughout the project cycle - design, implementation, evaluation and follow-up. It is international best practice to apply safeguards to project design and implementation and UNEP's project approval system does not currently include environmental safeguards.

33. By mid-2011 UNEP will have adopted a system to include environmental safeguards in all projects and activities in the Programme of Work for 2012-2013. This will be informed by, and contribute to, the work on environmental safeguards in the United Nations system undertaken by the Environmental Management Group.

Environmental Management System

Environmental management can not be treated as a one-off project but requires continuous attention and management, and should be seen as one of the core functions within the organization. To clarify roles and responsibilities and to facilitate documentation and continuous improvement, the development of an integrated system in line with ISO14001 is recommended.

34. UNEP will establish by the end of 2010 an initial system for monitoring and reporting of key indicators (see paragraph 20 and 32) for the environmental performance of the organization.
35. By the end of 2011 UNEP will have upgraded this environmental performance monitoring to a proper Environmental Management System, ready to be certified according to ISO 14001.

V. Offsetting

36. The cost for offsetting to compensate for remaining greenhouse gas emissions is linked to the activity that caused the emissions:
 - a. GHG emissions from UNEP-funded travel will be offset by setting aside funds from the same budget line that pays for the travel. A "semi-automatic" system was implemented in 2009 ensuring such funds-transfer for air travel paid for by UNEP and registered in the Nairobi-based IMIS with full information on travel routing and class.
 - b. Further development of the system will aim at linking the cost of offsetting to the activity causing the emission, e.g. facility-related emissions (e.g. electricity, generators, refrigerants, official fleet).

37. All funds set aside for offsetting will be transferred to the UNEP Climate Neutral Fund. A coordinated procurement of offsets will be carried out in the beginning of the year, to compensate for all UNEP emissions during the previous year. The rules governing procurement of offsets are reflected in the Terms of Reference for the Climate Neutral Fund, which were approved by the Executive Director on 18 February 2009.
38. All new donor agreements will include a paragraph clarifying UNEP's climate neutral commitment and offsetting principles and their budgetary implications.

VI. Outreach

39. The UNEP Climate Neutral Strategy and any related actions will aim to be:
 - a. welldocumented and based on systematic approaches to ensure procedures and achievements can be replicated
 - b. based on credible assessments, audits and inventories that follow international standards (such as ISO)
 - c. of highest quality that will withstand scientific and technical scrutiny as well as media attention
 - d. sensible and practical.
40. The tools and methodologies developed and applied as part of the implementation of this strategy will be made available to other United Nations organizations and organizations outside United Nations so as to progressively work for improved common United Nations policies and administrative instructions.
41. UNEP will communicate the work related to the Climate Neutral Strategy to all staff and to the general public using, e.g. Sustainable United Nations (SUN), United Nations Environment Management Group (EMG), Permanent Country Representatives, Climate Neutral Network (CNnet), National Climate Change Centers and other forums.
42. The UNEP Annual Report will include a section (or annex) summarizing the progress on sustainability at UNEP as well as other aspects of UNEP corporate social responsibility.

VII. Organizational setup

43. Strategic decisions related to the UNEP Climate Neutral Strategy are taken by the UNEP Executive Director.
44. The Director of DTIE is responsible for the coordination of the implementation of the UNEP Climate Neutral Strategy.

45. The Senior Management Team will support the implementation of the UNEP Climate Neutral Strategy, and specifically provide advice on issues such as:
 - a. Emission reduction measures and issues related to the environmental management system
 - b. Principles for fundraising needed to implement the Strategy
 - c. Incentive structures and awareness raising initiatives to encourage staff involvement and commitment to a climate neutral UNEP
 - d. Modification and updates to the Climate Neutral Strategy – greenhouse gas inventory, reduction measures, offsetting, annual environmental reporting, etc.

46. The Chief of Staff, Executive Director’s Office, will remain the senior champion for the climate neutral work in Nairobi, to support the development and implementation of the Climate Neutral Strategy.

47. The UNEP Sustainability Task Force will be established, comprising committed senior managers and staff, e.g. climate neutral focal points from UNEP divisions. The Task Force will select its chair. The Climate Neutral Strategy Officer will act as secretary/facilitator until the Task Force has been established. The Task Force will be mandated to support the development and implementation of the UNEP Climate Neutral Strategy by:
 - a. Advising on priorities
 - b. Contributing to the development of, e.g. sustainability indicators, new/revised procedures and routines (e.g. travel approval) and behavioural change to support sustainability
 - c. Supporting internal communication.

48. The Climate Neutral Strategy Officer, SUN/DTIE based in Nairobi, is responsible for the coordination of the development and implementation of UNEP’s Climate Neutral Strategy on a daily basis, including offsetting and the Environmental Management System. This will include:
 - a. Developing the annual greenhouse gas inventory of UNEP
 - b. Acting as secretary to the UNEP Climate Neutral Fund, coordinating and overseeing the payments made to the fund and managing the execution of offset procurement
 - c. Developing proposals for UNEP environmental management system
 - d. Acting as secretary to the UNEP Sustainability Task Force
 - e. Representing UNEP in relevant forums at Gigiri, including the Common Service Management Team (CSMT), the Local Committee on Contracts (LCC) and relevant procurement committees (e.g. Technical Evaluation Committees) managing procurement of goods or services to be provided to UNEP
 - f. Representing UNEP in relevant inter-agency forums such as the EMG Issue Management Group on Sustainability Management

- g. To the extent possible, providing technical advice, together with other SUN team members, to UNON, ESCAP, UNOG and other host organizations. However, it is emphasized that each organization has individual responsibility for meeting the commitments under the United Nations climate neutral strategy.
49. A network of UNEP climate neutral focal points will support the further development and implementation of the strategy by:
- a. Providing feedback and guidance on the strategy and the reduction plan
 - b. Supporting the development of the greenhouse gas emissions inventories
 - c. Supporting the development and implementation of the environmental management system
 - d. Supporting communication and awareness raising campaigns
 - e. Making available the required data for emissions reporting and monitoring.

VIII. Boundaries and definitions

50. UNEP's Climate Neutral Strategy is using the following definitions:

| | |
|--------------------------|---|
| UNEP staff member | D, P or G staff, seconded staff, JPOs, intern, volunteers and long-term consultants working in a UNEP office |
| UNEP office | a facility hosting a UNEP staff member of category D, P or G |
| GHG emission | the UNEP GHG inventory covers 5 out of the 6 main greenhouse gases (there are no known sources of SF ₆): CO ₂ , CH ₄ , N ₂ O, HFCs and PFCs. Air travel emissions account only for CO ₂ as per the recommendations of EMG |
| Greenhouse gas inventory | based on the WRI/WBCSD GHG Protocol and the recommendations of UN EMG |

51. The UNEP Climate Neutral Strategy includes emissions caused by:

- a. UNEP offices (e.g. electricity, heating/cooling, steam, generators, alternative fuels, refrigerants, vehicles owned/leased by UNEP, contracted transport, staff commuting to work when paid by UNEP)
- b. Travel paid by a UNEP budget.

52. The UNEP Climate Neutral Strategy does not include emissions linked to:
 - a. Projects supported by UNEP and implemented by partners
 - b. Procurement of services or goods
 - c. Courier services
 - d. Staff members' personal commuting to work
 - e. Waste disposal
 - f. Treatment of effluents.

53. When it is not possible to retrieve exact data for the GHG inventory, UNEP will use proxies or estimates.

54. The greenhouse gas inventory will cover the calendar year 1 January to 31 December.

IX. Summary of proposed actions, results, costs and benefits

55. The table in Annex 1 summarizes the specific actions and decisions proposed in this strategy, including expected impact, costs, savings, deadlines and responsible person within UNEP.

56. This strategy – if adopted and implemented as outlined above – will have the following expected results:
 - a. UNEP will fully meet its commitment under the United Nations Climate Neutral Strategy.
 - b. UNEP will reduce its total greenhouse gas emissions with 3% per year during 2010, 2011 and 2012, compared to 2009. Greenhouse gas emissions will be reduced by approximately 9% within three years (3% emission reduction from changed travel behaviour, 5% from avoided travel, 1% from reduced office emissions).
 - c. UNEP's environmental performance will be managed and improved in a continuous, consistent and planned manner.
 - d. UNEP will lead the United Nations system in reducing greenhouse gas emissions, improving sustainability and efficiency through in-house action, based on principles and approaches which UNEP promotes externally.

57. Cost implications of this strategy are summarized in the table below, emphasizing that implementation involves upfront investments but with recurring annual savings that will offset initial investment costs. Costs and savings are based on existing information, and actual figures will be closely monitored and reported annually.

| Action item | Investment cost (US\$) | Annual cost (US\$) | Annual saving (US\$) | Comment |
|---|------------------------|--------------------|----------------------|-----------------------------|
| Annual GHG inventory | | 30,000 | | external verification |
| Procurement of offsets | | 300,000 | | 200,000 - 300,000 US\$ |
| Reduced travel 3% per yr | | | 465,000 | |
| Shift from business to economy class travel 5% per yr | | | 175,000 | |
| Reduced offset costs per yr | | | 8,103 | |
| Travel by train (<6hrs trip) | | | (50,000) | saving first year only |
| e-communication plan | (50,000) | | | paid by SUN |
| Paperless policy | 50,000 | | 75,000 | savings 75,000-150,000 US\$ |
| Sustainability training for all staff | 80,000 | | | |
| Outreach | | 15,000 | | |
| Sustainable procurement | 80,000 | | | |
| Environmental safeguards for projects | 50,000 | | | |
| Environmental Management System | 250,000 | | | training |
| | 510,000 | 345,000 | 773,103 | |

Notes:

1. Not included in the above are costs for implementation of office-specific emission reduction plans (to be defined and approved), green meetings (possible savings or marginal extra costs), adoption of e-administration tools (part of ICT renewal budgets), and local transport.
2. Not included in the above is staff time at each major UNEP office (more than 10 staff members). It is foreseen that while the climate neutral officer will have a coordinating function, and be fully supported by SUN, each office will need to assign dedicated staff for an estimated time for 2-4 months during the first two years of implementation.

X. Validity of Strategy

58. This Strategy will be reviewed and updated by the end of 2012. Until then annual progress reports on the implementation of the Strategy, including recommendations for adjustments and updates to the strategy will be provided to the ED/SMT in December every year.

Annex I: Summary of actions, costs and benefits

| Para. | Activity | Impact | Cost/benefit ¹⁶ | Responsibility | Status |
|--------------|--|--|--|---|--|
| 5 | Long-term objectives for UNEP's climate performance | UNEP leads by example on climate neutrality within the UN system | Refer to implementation activities below | Executive Director Senior Management | To be adopted immediately |
| 6 | Annual GHG inventory | Meeting UN climate neutral strategy requirements | Staff time annual cost: US\$ 30,000 (verification) | UNEP CN officer ¹⁷ UNEP CN Focal Points (support) | Since adoption of UNEP preliminary Climate Neutral Strategy (March 2008) |
| 10, 35-37 | Procurement of offsets Decision by ED that UNEP shall be climate neutral (11 Sept 2007) | UNEP achieves climate neutrality; CDM projects reduce emissions and improve sustainability in developing countries | Annual cost: US\$ 200,000-300,000 | Executive Director UNEP Climate Neutral Fund Advisory Board UNEP CN officer | Implemented |
| 11 | Reduce travel 3% per year and shift travel from business to economy class by 5% per year | Annual emission reduction 3-4% and cost savings 4-5% UNEP "walks the talk" | Annual saving: US\$ 648,000 | UNEP Division Directors UNEP CN officer | To be adopted |
| 13 | Travel by train if less than six hours travel time | Reduced climate footprint, increased safety and convenience of traveller | Annual saving: up to US\$ 50,000 | Executive Director Senior Management | To be adopted |
| 12 | e-communication plan to be presented to ED/SMT in December 2010 | Knowledge of current status; Agreed way forward | Investment cost: US\$50,000 ¹⁸ | UNEP ICT managers SUN | To be adopted |

¹⁶ UNEP CN officer is the UNEP Climate Neutral Officer

¹⁷ Costs for dedicated review and expert support to analyze existing ICT infrastructure across UNEP covered by SUN. Study initiated in early 2010.

| Para. | Activity | Impact | Cost/benefit ¹⁶ | Responsibility | Status |
|-------|---|--|---|---|--|
| 12 | e-communication plan implementation 2011-2012 | Improved access to e-communication for all staff Reduced emissions from physical travel; reduced offset cost | Investment cost: refer to UNEP IT Strategy | ICT managers in UNEP | |
| 15 | Bundling of missions | Reduced number of tickets but increased allocations of DSA; Reduced emissions from travel; Improved flexibility in travel planning | Net saving | Executive Director Senior Management | To be adopted immediately |
| 17 | Environmental criteria included in contracts with travel agents. | Increased awareness of staff and travel agents. Increased flexibility for booking of trains | No cost | Designated officer at OED | To be adopted when contracts are renegotiated/ renewed |
| 18 | In-house emission reduction audits in major UNEP offices Implementation of recommendations | Identify options for emission reductions Emission reductions Operational cost saving | Staff time: 1 week per office To be developed in each office | Heads of offices SUN Climate Neutral Officer | To be adopted by December 2010 |
| 20 | Environmental indicators for offices | Monitoring Basis for decision | No cost | Heads of Offices SUN Climate Neutral Officer | To be adopted by end of 2010 |

| Para. | Activity | Impact | Cost/benefit | Responsibility | Status |
|-------|--|---|---|---|---|
| 22 | Green meetings | Reduced environmental impact Improved green profile of UNEP | No cost | Heads of divisions | To be adopted immediately |
| 23 | Roosters for green service providers at major duty stations | Reduced emissions from green meetings | Staff time, 1 week per office | Heads of offices at duty stations (>10 staff) | To be adopted by end of 2010 |
| 24 | e-applications for administrative tasks | Reduced paper use Improved efficiency | To be defined Part of ICT upgrade | UNEP ICT managers | To be adopted by March 2011 |
| 25 | Paperless policy through 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 | Investment cost: US\$ 50.000. Annual saving: US\$ 75.000 – 150.000 | SUN UNEP ICT managers | To be adopted by March 2011. |
| 27 | Survey for improved access to sustainable local transport Implementation of recommendations | Reduced emissions from local transport | To be defined for each duty station To be defined | Heads of offices | To be adopted Survey by Sept 2010 By December 2011 |
| 28 | Cost/benefit analysis for distance work for each UNEP office (>10 staff members) | Improved efficiency, improved life-work balance of staff, reduced need for local and/or international transport, reduced environmental impact | Staff time: 1 week per office | SUN Heads of offices | To be adopted December 2011 |

| Para. | Activity | Impact | Cost/benefit | Responsibility | Status |
|-----------|---|--|---|--|--|
| 29 | Compulsory training on sustainability for all staff | Increased awareness and support among UNEP staff members for UNEP's climate neutral work | Investment cost: US\$ 80,000 No cost (staff time) for 2 hour induction for all new staff | SUN | To be adopted by Mid-2011 |
| 30 | Outreach communication on UNEP's climate neutral and sustainability effort | Increased visibility and recognition of UNEP's climate neutral effort | Annual cost: US\$ 15,000 | DCPI SUN UNEP Sustainability Task Force | To be adopted by end 2010 |
| 31, 32 | Sustainable procurement Annual reporting on use of sustainable procurement | Products and services procured by UNEP support sustainability, while also meeting UN's procurement rules and regulations | Investment cost (training): US\$ 80,000 Annual reporting : no cost | SUN Heads of offices | To be adopted Immediate start of practicing Training by December 2011 |
| 33 | Environmental safeguards for UNEP projects | UNEP adheres to international best practice. Improved sustainability performance of projects | Investment cost (consultant): US\$ 50,000 | Quality Assurance UNEP CN officer | To be adopted by Mid 2011 |
| 34 | Monitoring and reporting system for environmental performance indicators | Improved management and credibility of UNEP as a global environment leader | Staff time: 2 weeks per office, plus 3 months for coordination | Climate neutral officer Heads of offices UNEP climate neutral focal points | To be adopted by December 2010 |

| Para. | Activity | Impact | Cost/benefit | Responsibility | Status |
|-------|--|---|---|--|---------------------------|
| 6, 35 | Environmental Management System | Clarification of roles and responsibilities, transparent reporting and continuous improvement | Investment cost: US\$250,000 (consultants) | Sustainability Task Force Climate Neutral officer | To be adopted 2012 End |
| 6 | Sharing of tools, methodologies and lessons learned with other (UN and non-UN) organizations | Reduced emissions and improved sustainability of organizations inside and outside UN | Costs included in SUN, EMG and CN Net budgets | SUN | Implemented |
| - | Climate Neutral officer and coordination support (full-time consultant) | Implementation of this strategy – achieving the strategy objectives | Cost (officer & consultant, 2 years) included in SUN budget for 2010-2011 | SUN | To be adopted immediately |