



## Summary of Proceedings – 4<sup>th</sup> Meeting of the Peer Review Body

### Corporate Environmental Management of the International Monetary Fund

#### I. Introduction

The 4<sup>th</sup> meeting of the EMG Peer Review Body (PRB) was convened on 25<sup>th</sup> October 2016. The meeting took place in Rome hosted by the International Fund for Agricultural Development (IFAD). The meeting considered the Peer Review Report of the IMF, including recommendations and related comments. The meeting also discussed the way forward for the Peer Review Process and possibilities for the follow-up of Peer Review Reports. The Agenda of the meeting and the list of participants are provided in Annex I and II of this document.

#### Opening Session and Adoption of the Agenda

The opening session heard introductory remarks by Mr. Elliott Harris, Director of the EMG and Mr. Matthias Meyerhans, Director, Administrative Services Division of IFAD. Mr. Hossein Fadaei of the EMG Secretariat then briefly introduced the agenda, and the PRB adopted it with no changes.

#### II. Considerations and Recommendations of the Peer Review Report

##### The Draft IMF Peer Review Report – An Overview and Discussion

After providing an overview of the Peer Review Process, through a discussion, participants began addressing key considerations of the meeting, which at the same time reflected the considerations and recommendations put forward by the IMF Peer Review Report. The following four areas relating to the Report were discussed during the meeting.

#### 2.1 GREENHOUSE GAS EMISSIONS RELATED TO BUILDINGS AND FACILITIES

##### **Comments and Views of the Peer Review Body**

The environmental sustainability of buildings/facilities will improve as we see a reduction overtime of energy use. By reducing demand enough, it will be possible to accommodate energy produced through renewable means; as fossil fuel energy prices increase, renewable energy will become relatively cheaper.

Nevertheless, challenges remain in attracting buy-in for financial mechanisms relating to renewable energy use, such as borrowing and paying back overtime. Regardless, across all organisation including the IMF, senior management must be made aware of the disconnect between what the organisation tells people to do and what it does itself. Hence, establishing concrete examples of environmental sustainability within the organisation can be applied externally in promoting this outside the organisation.

Peer Reviews in the long-term can be put to good use by portraying externally, the hard work applied towards improving environmental performance internally. However, there is a need both for uniformity and clarity on the internal standards and approaches applied by organisations – some examples include on testing air and water quality.

At the same time as improving internal standards and approaches, gaining the required trust from employees with regard to these standards is important – some examples at the IMF<sup>F</sup> include encouraging staff to use tap water instead of chilled and filtered water dispensers. The Peer Review Process could assist in compiling internal standards and approaches associated with environmental performance which might exist across UN organisations' buildings/facilities.

## 2.2 GREENHOUSE GAS EMISSIONS RELATED TO AIR TRAVEL

### Comments and Views of the Peer Review Body

For the entire UN system, the challenge of tackling GHG emissions related to air travel is as great as those faced by changing the behaviour of staff and engaging Member States in corporate environmental performance. In the long-term, the Peer Review Process could provide an opportunity to explore drivers, such as personal drivers, of

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#### Achievements:

“As a direct outcome of the efforts made by the IMF to invest in energy saving solutions, there has been a continuous decrease in energy use in IMF buildings since 2011”.

“On the whole, both electricity and natural gas consumption continued to decline in 2014”.

“IMF has adopted the principles of becoming carbon-neutral by offsetting its carbon footprint”.

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#### Challenges:

“IMF has invested considerably on metering and sub-metering and a huge amount of data is being collected regularly. The challenge now is to convert all the data into a knowledge base that helps in understanding better why, how and where resources are being used”.

“Another challenge is how to use the results of the surveys and analysis to communicate with the staff and get their support to make further progress.”

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#### Looking to the Future – What is next for buildings’/facilities’ GHG emissions at the IMF?

- 1. Greenhouse Gass (GHG) Inventory** – Investigate reasons for above average per capita GHG emissions from facilities including the number of building occupants.
- 2. Off-peak Energy Use** – Start using weather occupancy normalized data when analyzing energy consumption and when reporting savings.
- 3. Lighting** – Consider feasibility of lighting power density reduction at HQ2 and upgrade to existing lighting controls to include daylight and presence sensors.
- 4. Space Heating** – Consider the feasibility of a more efficient space heating system at HQ2 to reduce fossil fuel emission associated with grid electricity.
- 5. Advocacy** – Continue to advocate the financial and environmental benefits of investment in cutting-edge green building solutions.

individual behaviour and staff travel. Fundamentally, staff travel is a pressing issue requiring immediate attention.

Whilst travel has in some case been regarded as an entitlement, it should not be demonised. Instead, travel may actually be related to funding and human resource issues – the question is, how do we make travel climate-neutral, rather than focussing solely on decreasing the amount of travel? Adding to this, air travel is becoming more fuel efficient every year with green fuels entering the system; it is at the policy level where decisions may need to be taken.

The possible submission of initiatives such as the Climate Neutrality action plan, currently being developed in the EMG Secretariat, if approved could act as a legal basis upon which to instigate concrete GHG emissions discussions. Furthermore, there may be scope to craft a compilation of best practices across the UN system, on what organisations have done to reduce GHG emissions related to air travel – based on Peer Review Process outcomes.

There is potential for GHG emissions related to air travel to be reduced through the use of technology. The Peer Review Process could provide assistance to organisations in establishing e-meetings rather than travelling directly; whilst any use of technology, advertently requires the presence of staff training.

### **Considerations and Recommendations – a Snapshot from the Report**

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#### Achievements:

“IMF has been working on reducing its carbon footprint associated with dignitary travels for the Annual and Spring Ministerial meetings.”

“All conference rooms in HQ1 and HQ2 are set up with teleconferencing facilities functional and well equipped with the latest technologies.”

“Missions in nearby areas are bundled together to reduce travel-related emissions”.

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#### Challenges:

“As air travel emissions are among the largest of the emissions sources for the IMF, there should be a more comprehensive system and policy to monitor and reduce them, which is lacking at present”.

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### Looking to the Future – What is next for air travel GHG emissions at the IMF?

- 1. Methodology** – The use of a common and internationally approved methodology to estimate carbon emissions from air travel.
- 2. ICAO Calculator** – The ICAO air travel carbon emissions calculator can be easily used by the IMF (or Travelocity Business). The use of the calculator will guarantee improved accuracy and periodically updated databases.

## 2.3 WASTE MANAGEMENT

### Comments and Views of the Peer Review Body

At times effective waste management can stumble across the simplest of barriers – in many cases, staff simply become confused when waste and recycling bins are not in the same place or marked clearly for example. In order to address this, the IMF plans to undertake a campaign in May/June 2017 aimed at updating communication signage on waste management and shadowing waste collectors. Fundamentally, the greater the quantity and accessibility of collection containers positioned around organisations’ buildings/facilities, the more staff will use them. In light of the recent impressive IMF waste audit, which measured short-term waste arisings and estimated them for the whole year, the Peer Review Process may well provide suitable support for Sustainable UN work in gathering waste data.

### Considerations and Recommendations – a Snapshot from the Report

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#### Achievements:

“The IMF has successfully developed its solid waste management policy, which has been implemented since 2009”.

“The IMF has been able to launch waste reduction initiatives and experienced a significant increase in its waste diversion rate.”

“IMF’s sustainable purchasing initiatives focus on office supplies and electronics. Sustainable purchases are being tracked since 2008 following the LEED principles.”

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#### Challenges:

“The use of updated and more detailed recycling bin labels to guide staff when disposing of their waste could be useful, reducing the waste sorting control efforts and avoiding at source contamination.”

“Although the recycling chain is already well established, on-site visits of the recyclers’ facilities could help select the most suitable and innovative waste collectors and ensure the waste handling/recycling/disposal process fully complies with the IMF’s standards and expectations.”

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### Looking to the Future – What is next for waste management at the IMF?

- 1. Share Best Practices with the UN System** – UN system-wide waste reporting now provides the IMF opportunities to share its waste management practices and take a proactive leadership role.
- 2. Improve Waste Management at the Concordia** – More efforts should be made to ensure visitors are aware of existing welcome videos/brochures providing information on waste management processes.
- 3. Improve Promotion of the 3Rs (Reduce, Reuse, Recycle)** – The IMF could develop further and give additional visibility to the waste campaigns already in place, and convey the “less is more” message.
- 4. Improve Visibility of Waste Reduction Campaigns** – Give further visibility to the IMF’s environmental and waste reduction initiatives, especially in areas which gather most staff and visitors.

## 2.4 COMMUNICATION AND OUTREACH

### Comments and Views of the Peer Review Body

Communication is required through various channels – for example, by using videos and posters. Often, effective communication is held back due to limited resources and facilities’ policies preventing any building surfaces being covered by signage. Furthermore, effective communication constantly requires timely updating. The Peer Review Process could be a very effective tool in opening up communication externally – such as annual sustainability reporting so that external audiences can see how and what the IMF is reporting on. Despite these opportunities, the IMF have conducted past attempts but without prevail – an issue predominately associated with reluctance by the communication team to expose to Member States that their money is being spent internally at the IMF.

### Considerations and Recommendations – a Snapshot from the Report

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#### Achievements:

“Consistent waste signage can be found throughout the campus, with colors, labels and pictures the same whether you are in your office, in a conference room, or in a cafeteria. This makes waste diversion simple, and easy for visitors to follow as well.”

“The IMF has implemented an incentive campaign to allow for flexibility with cyclists – those that bike in 10 times get a one-day free pass for car parking”.

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#### Challenges:

“Resourcing the IMF sustainability program for frequent communication has been a challenge.”

“While there are a number of great programs, getting the information out of staff has been constrained.”

“There are numerous sustainability efforts in place, but little to no communication about those efforts and how best to utilize them.”

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## Looking to the Future – What is next for communication and outreach at the IMF?

- 1. Internal and External Engagement** – Engaging both internal and external stakeholders is perhaps the area which needs the most improvement at the IMF. There is no clear sign of an active engagement campaign, and most engagement is passive.
- 2. Resourcing the Sustainability Program** – Fully resourcing the sustainability program would be a way to improve this communication. There are no staff currently in charge of communicating around the IMF's sustainability efforts.
- 3. Demonstrating to Clients** – There is a real opportunity for the IMF to have a positive impact on their relationship with their clients – this in turn could demonstrate a commitment to sustainability.

### **III. Modalities for Finalising the IMF's Peer Review Report**

#### **Ensuring that the IMF review can continue to happen for other organisations, and how to make this process more effective**

After running through some of the achievements, challenges and recommendations presented in each chapter of the IMF Peer Review Report, the meeting entered a final summary of the Peer Review Process and an open discussion on how to ensure that the IMF review can continue to happen for other organisations, and how to make this process more effective. Suggestions were made such as targeting division by division in order to communicate environmental sustainability within organisations. Others noted that the recommendations in the IMF Peer Review Report could be used by Heads of Service when reporting annually to the Secretary General. Further additions highlighted the increased importance of leadership in the revised ISO 14001 management system standard – and how this relates to the Peer Review Process. Similarly, it was highlighted that in the long-term the Peer Review Process would ideally be linked to the Environment Management System (EMS) process; the Peer Review providing a baseline study for the EMS process. Moreover, that the Peer Review also has a function for reviewing what has been done already. Participants openly discussed the need for a general indicator which would be applicable and measurable across organisations.

The importance of convincing management that significant costs and time input are not necessarily associated with improving the environmental performance of their organisation was discussed. Adding to this, others addressed the importance of undertaking simple audits which provide recommendations; whilst providing a summary report for each organisation to make the Peer Review Process more effective.

### **IV. The next round of the Peer Reviews (headquarters and field-based 2016-2017)**

The interest from other agencies was briefly introduced, such as UNFCCC and IFAD, in having their headquarters peer reviewed, and the field-based agencies such as WFP, UNDP, UNOPS and UNWRA. Before wrapping up, an explanation was provided for some of the different modes of operation which would be required by the Peer Review Process for field-based agencies.

### **V. Conclusion and Closure of the Meeting**

Upon closure of the meeting, thanks were offered to online and in-person attendees, along with thanks to the IMF, the reviewers and the Peer Review Board for their support.



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**Fourth meeting of the EMG Peer-Review Body (PRB)**

25 October 2016

Rome, Italy

**EMG/Peer-Reviews/**

Distribution: Peer-Review

Body focal points and  
participants

## **Provisional agenda and proposed organization of work**

### **A. Provisional agenda**

1. Opening remarks by the Elliott Harris, Director of the EMG Secretariat and Tebebe "Bebe" Lemma, Strategy and Planning Section Chief, CSFDF, International Monetary Fund (IMF)
2. Adoption of the agenda
3. Consideration of the Peer-Review Report on Environmental Management of IMF
6. Modalities for finalization of the IMF's Peer-Review Report and upcoming Headquarters and field-based Peer-Reviews in 2016-2017
7. Any other business
8. Closure of the meeting

## B. Proposed organization of work

***Welcoming by Matthias Meyerhans, Director, Administrative Services Division, IFAD***

13:30–13:45 p.m.	Provisional agenda item 1: Opening remarks by the Elliott Harris, Director of the EMG Secretariat and Tebebe "Bebe" Lemma, Strategy and Planning Section Chief, CSFDF, International Monetary Fund (IMF) (10 minutes)
	Provisional agenda item 2: Adoption of the agenda (5 minutes)
13:45 –15:30 p.m.	Provisional agenda item 3: Consideration of the Peer-Review Report on Environmental Management of IMF
	Section A&B : Peer Review Process of IMF (Presentation by Hossein Fadaei (EMG Secretariat) followed by Q&A
	Section C* : Building/Facilities Related GHG Emissions (Presentation by Ivan Blazevic and Brahmanand Mohanty, Peer Review Consultants)
15: 30–15:45 p.m.	Coffee break
15:45-17:00 p.m.	Agenda item 3 continued, Section D* : Waste Management (Presentation by Flavia Reale, UNEP)
	Section E* : Communication and Outreach (Presentation by Adam Rubinfeld, World Bank)
	Section F* : Air travel related GHG emissions (Presentation by Lorenzo Gavilli, ICAO)
	Section G: Summary of recommendations and crosscutting issues (Presentation by Eveline Nash, IMF)
17:00-17:45 p.m.	Agenda item 4. Modalities for finalization of the IMF’s Peer-Review Report and upcoming Headquarters and field-based Peer-Reviews in 2016-2017 (Presentation by Hossein Fadaei, EMG Secretariat)
17:45-18:00 p.m.	Any other matters
18:00 p.m.	Closure of the first day of the meeting

*Proposal: Informal dinner in a nearby restaurant, participants to confirm by email to [Irene.kariuki@unep.org](mailto:Irene.kariuki@unep.org)*

\* The presentations for Sections C to F will have the following format:

1. Introduction of the system
2. Achievements
3. Challenges
4. Recommendations
5. End-of-the session Q&A

**ANNEX 2****Meeting of the EMG Peer Review Body to consider the Review Report of IMF ,  
25 October , Rome****List of Participants**

	Name	Organisation
1	Yousef Abushanab	ICAO
2	Lorenzo Gavilli	ICAO
	Peter Ransome	ITU
3	Anne Jona	UNFCCC
	Miguel Naranjo	UNFCCC
4	Matthias Meyerhans	IFAD
5	Anne Fernqvist	UNDP
6	William Abi Abdalla	UNICEF
7	Kristina von Oelreich	Swedish EPA
8	Carolina Ferreira	ILO
9	Andy Cole	WFP
10	Francesca Gavassini	WFP
11	Annika Sallvik	WFP
12	Julie MacKenzie	WFP
13	Mitch Hall	FAO
14	Oliver Buhler	UNFPA
15	Diego Masera	UNIDO BMS
16	Monika Kumar	World Bank
17	Adam S. Rubinfeld	World Bank
18	Evelyn Nash	IMF
19	Tebebe "Bebe" Lemma	IMF
20	Amare Gebre Egziabher	UNHCR
21	Roshni Dave	UNOPS
22	Chee Tang Khoay	EMG Secretariat

23	Hossein Fadaei	EMG Secretariat
24	Elliott Harris (Chair)	EMG Secretariat
25	Brahmanand Mohanty	EMG Secretariat
26	Shoa Ehsani	SUN
27	Isabella Marras	SUN
28	Flavia Reale	SUN
29	Emma Håkansson	SUN
30	Ivan Blazevic	SUN