

# Sustainable United Nations



## Extended Description

## SUMMARY

The Sustainable United Nations (SUN) initiative is established by the United Nations Environment Programme (UNEP) as a mechanism to enable the entire UN system and other organizations to become climate neutral and more sustainable. SUN is responding to the UN Chief Executive Board's decision in October 2007 to adopt the UN Climate Neutrality Strategy, which is committing all UN funds, programs and agencies to become Climate Neutral. SUN will also support non-UN organizations, especially large public institutions in developing countries, to achieve the same goal.

A key milestone for delivery by SUN is the 15th Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) in Copenhagen in December 2009, at which time UN should be able to demonstrate that climate neutrality can be pursued even by large multi-cultural organizations with activities across the globe.

SUN will support practical implementation of activities aiming at greenhouse gas emission reduction across the organization. Activities will take place in three focus areas, which have direct impact on the climate change performance: procurement, buildings management, and organizational culture (staff behavior). Outputs include policy revisions, supporting tools and methodologies, provision of guidelines and supporting data (source books and references), training and support to concerned staff, assessment support, an on-line information gateway including a query service, and a monitoring and reporting system. SUN will be closely coordinated with the work on climate neutrality and procurement of other groups and organizations, in particular with the Environment Management Group,

While targeting climate neutrality, SUN will base its implementation strategy on a systematic management approach, which will enable the consideration of a wider sustainability performance system of the organizations.

SUN is established as a functional unit under UNEP's Division of Technology, Industry and Economics. Preparatory activities for the first half of 2008 have been started and are funded directly by UNEP under the P-SOM project.

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## **1. BACKGROUND**

Climate change is recognized as a key challenge to sustainable development in all countries and at all levels in society. There is growing urgency for the UN system to lead by example by reducing its greenhouse gas emissions. The UN Secretary-General has on several occasions stated the high priority he is giving to this issue. The UN Chief Executive Board (CEB) adopted in October 2007 the UN Climate Neutral Strategy, which commits all UN agencies, funds and programs to pursue climate neutrality and to do this as part of a broader project of moving the UN towards sustainable management practices. Adopting such an approach will make the UN credible, contribute to benchmarking and inspire other bodies to do likewise, both in the public and private sector. Indeed the CEB decision that UN should become climate neutral indicates that UN not only should lead by example, but also actively support other organizations to follow suit, in particular large public sector organizations in developing countries.

The decision by CEB should also be seen in the context of the ongoing negotiations under United Nations Framework Convention on Climate Change (UNFCCC) for a post-Kyoto agreement of climate change. Currently a new global agreement is expected to be concluded at the 15th Conference of the Parties (COP 15) in Copenhagen in December 2009. If UN at COP 15 can demonstrate that a majority of UN agencies, funds and programs and all duty stations have adopted and initiated programs on carbon emission reduction, jointly or in parallel with each other, and also started to support other organizations to do the same, it will be an unprecedented message from UN. It will inspire trust in the ability of UN by demonstrating leadership for moving from talks to action. UN will also have the tools and methodologies ready to be offered to other organizations willing to follow suit.

Furthermore, SUN is expected to contribute to the overall UN reform process currently underway especially in areas linked to operational rules, management systems and organizational culture.

## **2. PROJECT DESCRIPTION**

### **2.1 Objective**

The objective of SUN is twofold:

1. Support climate neutrality in the entire UN system: Provide the tools, methodologies, information and support necessary to enable all UN funds, agencies and programs to become climate neutral and more sustainable. Actively support UN organizations and UN duty stations to ensure uptake and implementation of the SUN approaches to implementation of the UN Climate Neutral Strategy.
2. Promote and support adoption and implementation of climate neutrality in organizations outside UN, in particular large public organizations in developing countries.

### **Climate Neutrality – What do we mean?**

Climate Neutrality is a term adopted internally in UN signifying an entity (organization) that has a zero net contribution to the atmosphere of greenhouse gases. This includes all activities directly controlled by the organizations, including travel, purchasing of goods and services, and daily behavior of staff. Climate neutrality covers the full set of greenhouse gases included in the Kyoto protocol, and recognizes emissions as well as captures in the calculation of the organization's net contribution. Climate Neutrality can be achieved by improving the way the organization operates (e.g. through modified procurement considerations), by improving efficiency of functions (e.g. communications and meetings) and equipment (e.g. vehicle fleets and buildings). Climate Neutrality also recognizes offsetting as an option (last resort) to achieve full neutrality. The rules and requirements for offsets purchased by UN as part of the Climate Neutral Strategy will be elaborated by the UN Environment Management Group (EMG).

The boundaries for the UN Climate Neutral Strategy have been set to include all operations of UN offices and staff, which can be influenced by management-level decisions. This does not include actions which are typically relating to the personal sphere of staff. UN projects implemented internally as well as those carried out by external entities are not included in the strategy at this point. At the same time, since SUN is not limited to UN organizations affected by the UN Climate Neutrality Strategy, SUN may also address areas outside the boundaries set by the Strategy.

## **2.2 Expected Outcomes**

The impact of SUN will first and foremost be measured in terms of how effective the uptake and implementation of climate neutrality is achieved in UN and other organizations. The specific target for SUN is in this regard that by December 2009 SUN should provide support to a majority of UN organizations, covered by the UN Climate Neutral Strategy, to develop action plans for reducing their greenhouse gas emissions. By the end of the project (December 2011), all UN organizations, as well as at least an equal number of other organizations, should have adopted greenhouse gas reduction action plans and, where required, received support from SUN to that end. By that time networks/centers for multiplying the uptake of the SUN approach should also have been established. Please refer to the logical framework matrix (section 4) for details and indicators. This will directly affect the credibility and ability of UN to provide leadership on this issue. However, in order to achieve climate neutrality a number of functional areas will need to be improved, including administrative systems, and management and control of the performance of operations. The wider sustainability dimensions of an organization will also be addressed since systems such as energy supply, waste management, and water use are all indirectly contributing to greenhouse gas generation (e.g. through transport, pumping or inefficient distribution and consumption). SUN is therefore fully expected to contribute to improved system management and ideally also the adoption of environmental management systems. These should from the beginning be designed so as allow the organizations to also include non-climate change related issues, such as the control of hazardous chemicals. By achieving better control and planning of basic operations, and by ensuring there is an ongoing management commitment to these issues, the overall efficiency and effectiveness in delivering services and meeting mandates will also be improved.

It is therefore expected that the impact of SUN on greenhouse gas generation and other environmental and sustainability aspects will be much more far-reaching than the direct emission reduction generated within each organization. This can be illustrated by the effect of UN procurement decisions. UN is today purchasing goods and services for approximately US\$ 9 billion per year. The indirect value for subcontractors and secondary suppliers is estimated at US\$ 38 billion per year. SUN will support the adoption of rules and procedures requiring UN procurers to include sustainability and climate considerations in their purchasing decisions. By redirecting UN's purchasing towards sustainable and climate friendly goods and services this market is expected to be significantly strengthened.

## 2.3 Target Groups

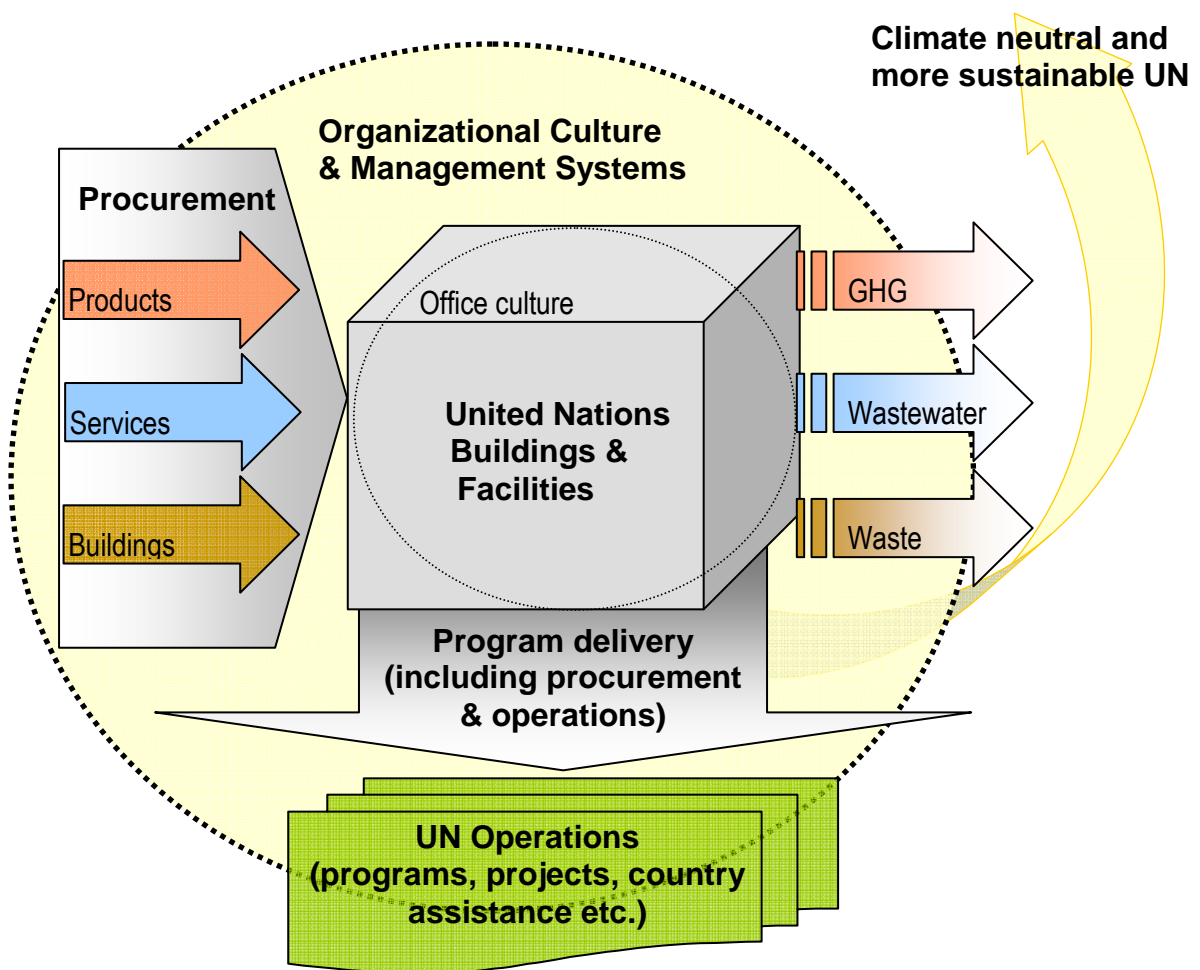
As stated above, SUN will seek to enable UN organizations to implement the UN Climate Neutral Strategy. In order to give the reader an idea of what this entails, an overview of the UN system is provided below. In addition SUN will provide the same support to other organizations sharing the ambition to reduce greenhouse gas emissions and improve sustainability. The primary target groups are large public organizations in developing countries and regional/international organizations having the potential to act as a champion for other organizations to follow suit, in their regions/areas of work.

## 2.4 Focus Areas

SUN will provide support to organizations in greenhouse gas emission reduction and improved sustainability in the following three areas: i) buildings and facilities (where we are), ii) procurement of products and services (what we use), and iii) organizational culture and management systems (how we work).

Figure below indicates how these three focus areas influence climate neutrality and sustainability of organizations.

*SUN focus areas and relation to climate neutrality / sustainability:*



### **(i) Buildings and facilities**

The physical features of the buildings that an organization is using provide to a large extent the limits and opportunities for the efficiency of the organization. Basic features such as location, orientation and form decide how exposed the buildings, and individual sections of the buildings will be to heating, cooling and other effects of the outside environment. Additional design features, such as insulation, shading, heating, cooling, lighting, and internal lay-out, will further decide the energy use, water use, waste generation, and the potential for improving the efficiency of energy systems etc. All these features can be decided or improved during times of construction, renovation, and renewal of lease agreements for offices. But also during normal operations the efficiency of buildings can be significantly improved through careful maintenance, regular re-commissioning, training and education of operators, information to staff, incremental improvements to key systems, redesign of internal lay-out etc. Buildings and facilities therefore constitute one of the main focus areas for SUN.

### **(ii) Procurement of products and services**

The way an organization procures goods and services decides to a large extent the environmental features of the equipment and services the organization will use. A good example is procurement of travel. In many organizations travel of staff is the largest source of greenhouse gas emissions. By including in procurement decisions requirements on the efficiency and sustainability of the product/service, the environmental impact of the organization can improve significantly.

### **(iii) Organizational culture and management systems**

Organizational culture and management systems are closely linked, and together forms the context, incentives and motivation for an organization, as well as for individual staff members, to function. Formal parts (management systems) influence the informal parts (organizational culture). In the case of sustainability and climate change mitigation most organizations lack formal management systems and rely, at best, on voluntary initiatives among staff to improve the performance of the organization. Nevertheless the organizational culture and management systems have the potential for drastic improvement of the overall performance of the organization as it will impact the daily behavior of all staff, at all levels, and in all situations.

#### **The Link Between Climate Neutrality and Environmental Management Systems**

Achieving Climate Neutrality within an organization is closely linked with how the organization is managed. This relates to management of buildings, facility services, procurement of goods, travel and services, as well as of organizational performance and staff behaviour. Examples of measures that could help the UN to reach climate neutrality include procurement choices such as the purchase of renewable energy and energy efficient equipment, or facilities management choices such as the installation of solar collectors for water heating or insulation of walls. Providing incentives to staff to make more conscious choices of low carbon mode of transport and work, such as e-commuting, is also relevant. Climate Neutrality is therefore not only a project but also a continuous process. Environmental Management Systems provide a systematic approach to manage such a process.

An **environmental management system** (EMS) allows an organization to manage and control its environmental performance in a systematic manner, meeting certain minimum criteria and to integrate this as a daily task in the operations of the organization such as purchasing choices, management of sites and travel. The underlying idea in an EMS is the year-by-year continual improvement, with annual targets and reporting on progress against these. An EMS may cover all environmental aspect of an organization or specific aspects, such as those linked to the organization's climate change impact. An EMS can be certified (e.g. to the ISO 14.001 standard) or uncertified.

## 2.5 Project Delivery

SUN can be described as a process as well as a support provider.

A) SUN as a process: Organizations receiving support from SUN will normally follow a process of initial screening, in-depth assessment of priority areas, generation of opportunities for emission reduction/sustainability improvement, resource allocation, implementation and reporting. Input will be provided to the organization by SUN in each step of this process, as exemplified in Figure 4, and further described below.

B) SUN as a support provider: Organizations may also receive support in pre-defined areas, without following the above process. For this purpose the SUN Information Gateway will be central in connecting information and resources to the users. Figure 5 illustrates the main functions covered by the Information Gateway. Resources range from manuals and guidelines, through case studies and training packages, to links to experts, networks, and technology providers.

From a process perspective, SUN will be organized so as to be able to respond to any kind of request within the above described framework. The process is reflected in the Figure 4. The main steps are as follows:

0. It is assumed that each organization approaching SUN for assistance has already made their commitment to climate neutrality and/or sustainability. SUN will not actively seek to convince organizations of why they should become climate neutral or sustainable but will focus on responding to HOW this can be achieved. The question how may come from an organization, from the office manager of an individual small office, as well as from the head of management in large common UN facilities, or from specific field operations.
1. Initial assessment:
  - a. Assist the organization to prepare their greenhouse gas (GHG) emission inventory, according to the model tested in UNEP, and jointly developed by SUN and EMG. This is essential to identify major GHG sources. Support from SUN would consist of the methodology and a query service on how to use this methodology. However, it is the responsibility of each organization to prepare the inventory.
  - b. Request the organization to fill in an Initial Screening Questionnaire, which takes a broad approach to analyzing to what level the organization has taken action in different areas (Policy making, procurement, buildings management, staff awareness, travel policies, environmental management systems, waste minimization, building improvement etc). SUN will prepare the questionnaire format and use the questionnaire to identify potential areas of improvement. We will as far as possible ask organizations to fill in this questionnaire – even in cases when the organization claims to already have identified its needs. The reason is that very few organizations consider opportunities beyond the most obvious ones and we wish to compare all areas of opportunity so as to be able to justify whatever recommendations we elaborate.
  - c. Make a formal agreement (letter of Agreement, exchange of letters or similar) to ensure that the organization is committed to
    - i. Spend time and resources to prepare the GHG inventory and respond to the Initial Screening Questionnaire
    - ii. Elaborate, with SUN, an action plan for GHG emission in the organization and propose this to the governing body of the organization.
    - iii. Report regularly (yearly) on the implementation of the action plan to UNEP/DTIE/SUN
2. In-depth assessments of priority areas:
  - a. Based on the initial assessment and GHG inventory, SUN will provide in-depth evaluation support in identified areas of opportunity. This may entail a range of activities including physical improvement opportunities of specific building aspects, facility operation adjustments, revision of management systems pertaining to travel

or procurement, adjusted in-door layout or operational hours/parameters, revised energy supply agreements, incentives for positive staff culture changes, retro-commissioning of HVAC (air conditioning) systems, changed lighting solutions, upgraded meeting facility requirements, replacement of fire protection systems etc. SUN will here rely on a combination of standard tools developed initially in SUN, the SUN expert network including consultants, and the Information Gateway.

- i. The standard tools include the sustainable buildings technology source book, the facility management guide, the sustainable operations guide, the green meeting instructor etc. (refer to outputs below for a full listing).
  - ii. The expert network will provide expert support in specific areas where specialized expertise is required. In cases where on-site assessments are required the organizations will be required to cover the costs for the visit of the expert. The exception will be in cases where the expert is engaged to assist SUN in developing standard tools and where on-site visits are justified to test the tools or collect data for case studies.
  - iii. The Information Gateway will provide items mentioned in i) and ii) as well as links to resources, guides, case studies, and lessons learned from within and outside UN.
3. Preparation of an action plan
  - a. The action plan will at a minimum outline a strategy, actions and resource requirements for the organization to reduce GHG emissions with defined targets for the short (1-2 year), medium (3-5 years) and long (5-10 years) term perspectives. SUN will provide a standard action plan template, assist in verifying identified opportunities (as outlined above) and support cost estimates and potential life cycle savings, especially through the Life Cycle Budgeting tool, and through capacities developed under sustainable procurement activities, made available through the Information Gateway.
4. Implementation, monitoring and reporting.
  - a. Organizations will be requested to provide regular (annual) reports on the implementation of the action plan to UNEP/SUN. This will enable SUN to identify good examples of progress made, which can be made available as case studies to other organizations, and to track organizations which are lagging behind, and possibly require further SUN assistance.

In parallel with providing the process and resources as described above SUN will:

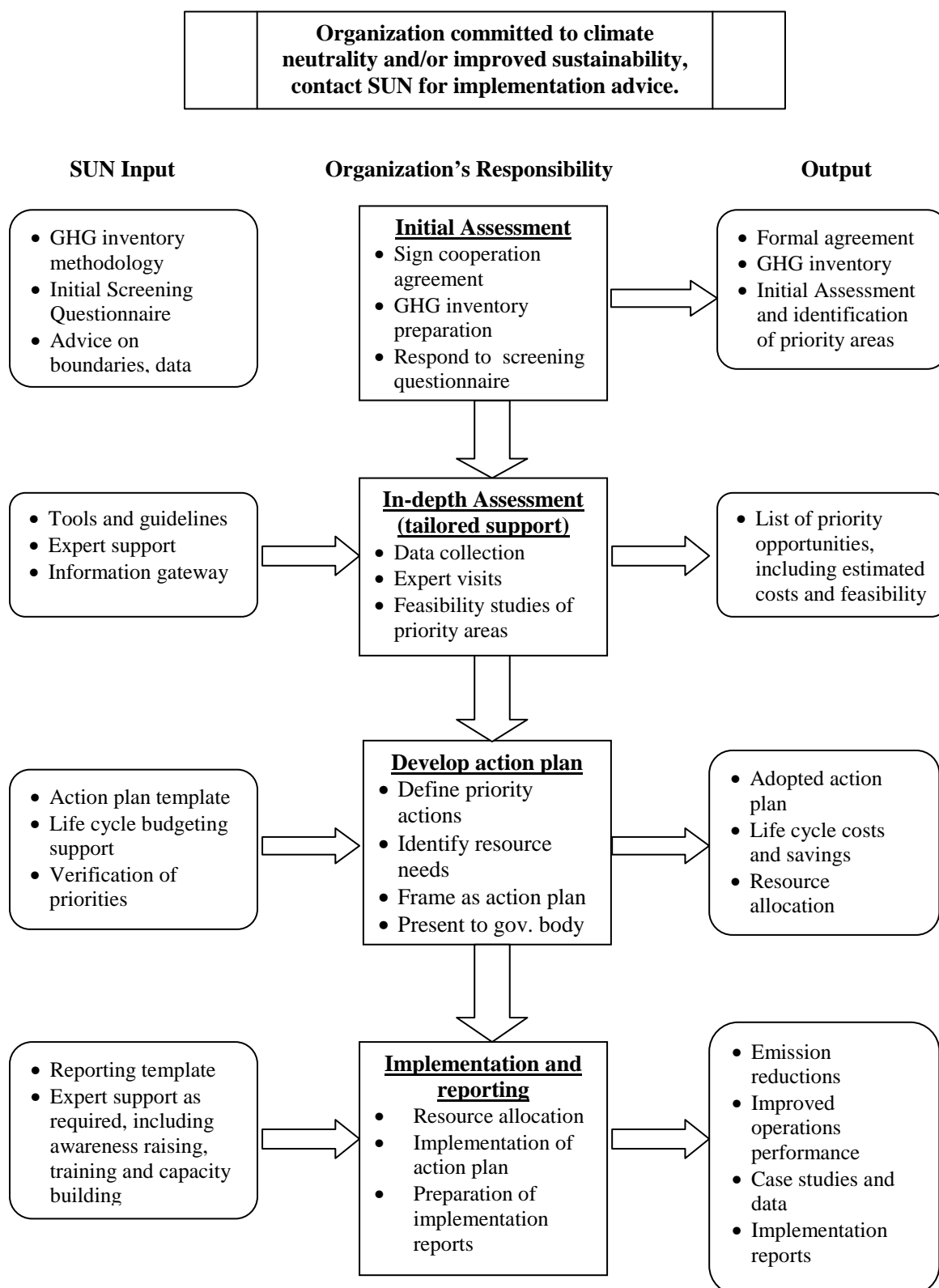
1. Develop specific tools and guides (see section on output)– as far as possible developing these through field testing in real cases, where the experts may also assist in evaluating options for the individual case (office, organization...).
2. Compile existing relevant resources (tools, guidelines etc), which can be referred to and/or included in the Information Gateway.
3. Work on UN cross-cutting issues, in particular on sustainable procurement, through direct work with concerned bodies in UN (UNPS, UNOPS...), development of product fact sheets etc.
4. Support the UN Interagency Network for Facility Managers (INFM) and the High Level Committee on Management Procurement Network (hereafter the UN procurement network) to establish common benchmarks and sharing of experiences and resources of relevance to the network.
5. Establish an expert network to provide advice on specific areas of opportunity within their area of expertise. The expert network will be established in close cooperation with UNEP's regional offices, and will be designed so as to include experts in different specialties, such as commissioning of energy systems, sustainable transport, procurement bid design, cultural change. The network will also be structured to have a global and regional coverage so that experts with relevant experience from the local context as far as possible can be engaged to support organizations/offices in the region.



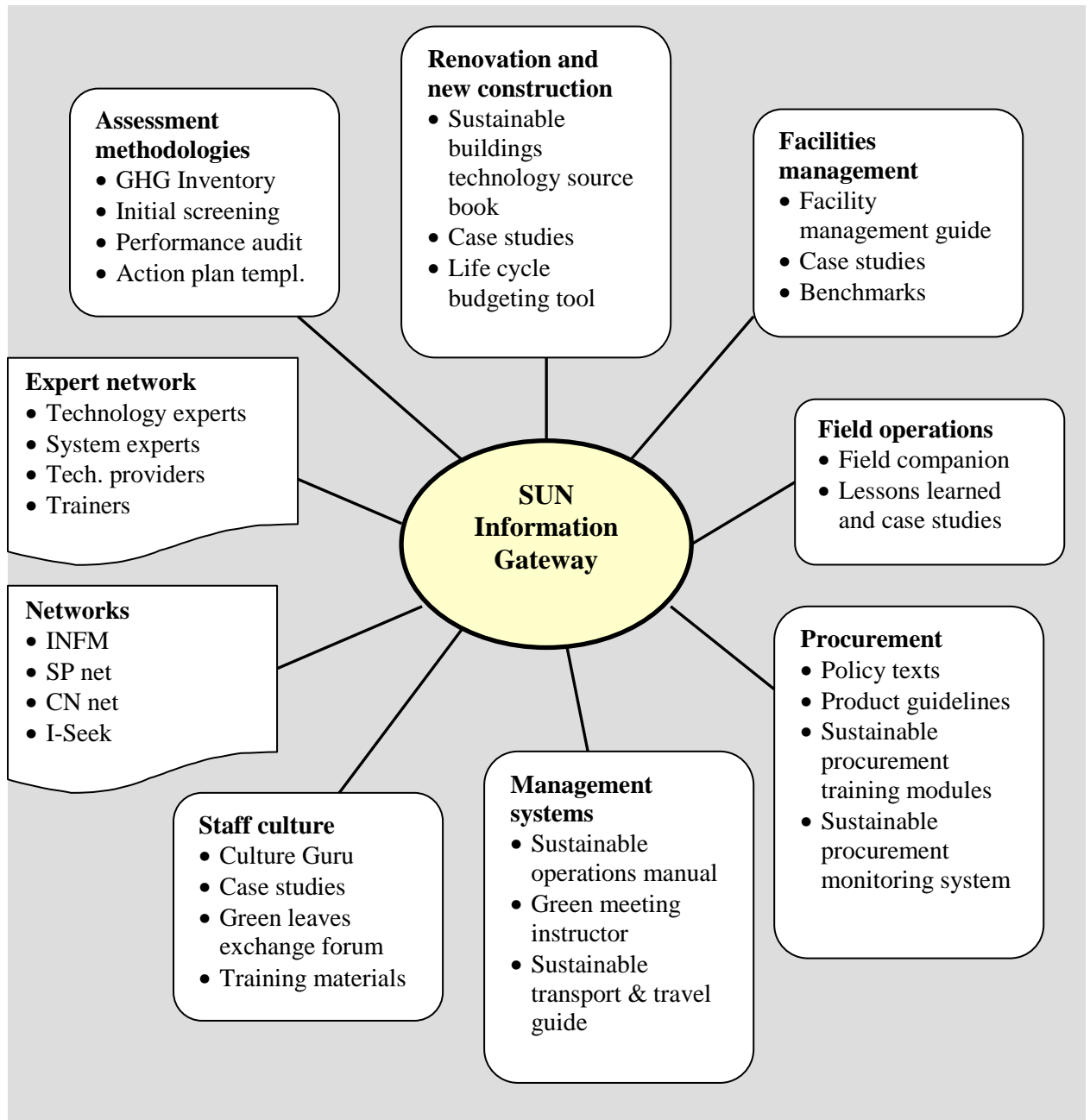
6. Provide direct support to high profile projects, in particular implementation of the Gigiri environmental improvement plan including the new building, the performance audit of the Capital Master Plan (renovation of UN HQ in New York).
7. Build capacity through the renovation/reconstruction of the One UN buildings in Hanoi and Panama City by targeted financial input (as earmarked through the Norwegian Framework funding to UNEP) and expert support.
8. Research the potential to make new technologies for sustainability (e.g. tele-presence, advanced solar solutions or hybrid vehicles) available to UN at low or no costs to UN.
9. Identify opportunities for developing projects and additional funding to duplicate the SUN approach outside UN, in specific areas (sustainable procurement, sustainable facilities management etc). This includes collaboration with the Task Force on Sustainable Public Procurement led by the Swiss government which is active within the Marrakech process
10. Undertake communication activities, promoting sustainable operations approaches through the Information Gateway and through linked networks such as UNEP's CN Net.
11. Integrate cultural aspects of organizations' overall sustainability as part of documents and tools produced by SUN, including specific tools in support of the existing voluntary staff greening initiatives ("green leaves").

The following figures describe the standard process for support from SUN to organizations and planned resources that will be linked through the SUN Information Gateway.

*Standard process for support from SUN to organization:*



*Resources linked through the SUN Information gateway:*



## 2.6 Outputs

In terms of specific output different resources will target specific areas of intervention. Table below indicates to what focus area each main output may apply. Each output is described in more detail below.

*Main output and relevance to SUN different focus areas:*

Outputs	SUN focus areas	Buildings & Facilities	Procurement	Management & Organizational culture
1. GHG inventory methodology		●	○	●
2. Initial sustainability screening		●	●	●
3. Performance audit system		●	○	
4. Facility management guide		●		○
5. SB technology source book		●		
6. Field companion		●	●	●
7. Sustainable operations manual		●	●	●
8. Life cycle budgeting tool		●	○	○
9. Expert network		●	●	●
10. Sustainable travel & transport guide		●	●	●
11. Procurement policy interventions		○	●	○
12. Product guidelines		○	●	○
13. Procurement capacity building		○	●	○
14. Sustainable procurement reporting		○	●	○
15. Organizational culture guru		○	○	●
16. Training and awareness		●	●	●
17. Green meeting instructor		○	○	●
18. Information gateway		●	●	●

● Fully relevant

○ Partly relevant

### GHG Inventory Methodology

This Methodology provides the methods for calculating the greenhouse gas emissions from an organization in a consistent and relevant manner. The Methodology is developed by EMG and tested in UNEP by SUN. The GHG inventory methodology will initially be an internal instrument for UNEP, but in the extension as a common tool for all UN agencies for monitoring and reporting their carbon footprint. The GHG inventory serves to quantify emissions from different sources (energy use, travel, refrigeration etc) and thereby to indicate the relevance of emission reduction measures in different areas.

### Initial Sustainability Screening

The Screening consists of a questionnaire that serves to collect basic information on different sustainability aspect of an organization/facility/operation, so as to indicate in what areas opportunities for performance improvement and GHG emission reduction may be found. The Initial Screening covers basic systems (e.g. organizational policies for monitoring and training), procurement, facilities performance and management, cultural aspects, as well as informal and formal management aspects. It will not seek to collect specific data, but to establish the presence of certain systems and actions, which are indicative of the current sustainability performance level of the facility/organization. The Screening, together with the GHG Inventory Methodology, provides the basic data required for crafting an action plan to reduce greenhouse gas emissions and improve sustainability of the organization/facility.

### Performance audit system

The performance audit system provides a format for facility managers to collect data required for measuring the sustainability performance of their buildings. This system will identify

environmental aspects and measure associated impacts such as water consumption, waste generation, energy use, hazardous materials handling, waste water discharge, indoor air quality etc. The performance audit system allows the facility manager to compare and report how the performance of a building (or compound) changes over time. The data can also be third-party verified to ensure transparency and consistency in interpretation. The system does not in itself compare this impact with any standards or benchmarks and does not constitute a certification. However data collected can be used to achieve certification against national building certification systems, or to compare the performance against benchmarks or similar buildings. Such benchmarks will also be provided in the Facility Management Guide (below).

#### Facility Management Guide

This guide provides robust hands-on advice on measures that a facility manager – be it for a large UN compound or for a small rented office – can apply to reduce energy consumption and improve sustainability in the office. The advice will range from low-cost technology upgrades, e.g. changing from incandescent to compact fluorescent lamps, or laminating of windows, to no-cost measures such as changing indoor space lay-out to increase daylight penetration, or to reduce temperatures during off-hours. More ambitious measures, requiring larger investments, will be presented in the Technology Source Book (see below). The Facility Management Guide will also include a checklist with benchmarks for different aspects of office operations, against which the office can be compared.

#### Sustainable Buildings Technology Source Book

The Sustainable Buildings Technology Source Book is a compilation in electronic format (for easy updating) of technologies that can be integrated into a building during renovation or new construction, to minimize its carbon footprint and maximize its sustainability performance. The Source Book will include measures in the building envelope design, in energy supply, in heating, ventilation, and air conditioning, in lighting, and in other energy consuming systems such as vertical transport and water supply. The Source book will describe under what conditions each technology can be applied, what the expected benefits are, and provide an indicative cost estimate (investment and operational) and links to sources for more detailed information.

#### Field Companion

The Field Companion targets field operations, such as refugee camps or humanitarian relief campaigns, where facilities are (in many cases temporarily) established and often forced to operate under difficult conditions. Such field operations can have significant environmental impact and long-term negative influence on the sustainability of local communities. The Field Companion aims to provide advice and share lessons learned among managers of such operations on how to minimize the negative impact with means available in the field.

#### Sustainable Operations Manual

The Sustainable Operations Manual is geared to the top management, and addresses managerial aspects of the sustainability of organizations and facilities. It provides introductions to basic sustainability strategies and policies, to environmental management systems, to monitoring and benchmarking approaches and to awareness and training programs. The manual explains how such tools can be adopted and used as means to reduce greenhouse gas emissions and ensure continuous improvement in the sustainability performance.

#### Life Cycle Budgeting Tool

The Life Cycle Budgeting Tool explains the basics of life cycle approaches in budgeting, and the practicalities of applying this to analyze the life cycle costs and savings of specific investment proposals. In most cases investment analyses only look at the investment costs and depreciation periods, which often is a disadvantage for some sustainability measures which have a higher upfront investment cost but lower life cycle costs due to savings during operations. The Tool will include spreadsheets for standard calculation of the life cycle costs.

### Expert Network

The Expert Network will be established by linking existing expert institutions and qualified individual experts to SUN, to draw upon their expertise in specific areas to support SUN clients in analyzing and understanding how specific options may apply. The Expert Network will also be engaged as a resource for developing training and awareness activities in SUN and individual organizations. The Network will be established so as to include expertise corresponding to regional needs and context. UNEP's Regional Offices will be engaged to establish and maintain the network at regional levels.

### Sustainable Travel & Transport Guide

Travel and transport constitutes a major source of greenhouse gas emissions in many organizations. Travel and transport can be conducted in vehicles operated by the organization or through purchased travel arrangements (typically for official missions by aircraft). This Guide will provide ideas for how travel and transport can be avoided (telecommuting, videoconferencing, use local offices and suppliers etc), as well as how necessary travel & transport can be conducted with minimal environmental impact. Options range from alternative modes of transport, to making use of airlines with low-fuel aircrafts, emission reduction programs or offset schemes. UNEP's Clean Vehicle Fleet tool kit, as well as the Green Driving materials will be drawn on to provide the users with ideas and advice on how to minimize impact.

### Procurement Policy Development

Procurement in UN is guided by a set of administrative rules which are based upon partly different procedures but common principles. Such rules typically define what factors are to be considered in procurement decisions, and are providing the foundation for the various steps in the procurement cycle. The SUN work in support of the development for a Sustainable Procurement Policy for the UN procurement network serves to providing the ground for agencies to ensure that issues of relevance to sustainable procurement are considered in all relevant processes and decisions and have the necessary high level backing to be implemented along the procurement cycle.

### Product Guidelines

Product guidelines are developed for the ten most common categories of products and services purchased by UN, such as information and communications technology (ICT) equipment, paper, vehicles etc. The product guidelines provide standard requirements (adapted to local conditions), so as to support requisitioners and procurers to define sustainability criteria in their calls for tender. They will be designed to be easily attached to the tender and to provide a practical grounding to the above mentioned sustainable procurement policy.

### Procurement Capacity Building

UN is providing regular training of procurement staff through several different channels. SUN will develop training modules on sustainable procurement to be included in existing procurement training events. Training of trainers, as well as a self-study CD-ROM, will also be part of this activity to ensure long-term sustainability without continued involvement of SUN.

### Sustainable Procurement Reporting

UNOPS is compiling annual statistics on various aspects of UN's procurement operations. SUN will work with UNOPS to develop indicators for the annual statistics to identify the extent of UN's procurement that meets minimum sustainability criteria. The purpose of compiling the statistics is to measure how well our common sustainability effort is penetrating actual procurement operations, and possibly to identify areas, organizations or product groups where further efforts are needed.

### The Organizational Culture Guru

The Culture Guru is an interactive tool supporting local green initiatives on how to cultivate a more responsible attitude among employees at all levels towards sustainability issues. Culture is often seen as a soft and somewhat vague notion, but is in fact intrinsically linked to how offices and organizations are managed, the level of ownership among staff, and ultimately to the overall performance of the organization. The Guru is providing insights on the reasons for examining the

organizational culture from a sustainability perspective, and on how to nurture such culture in different situations. Many organizations already have local green initiatives established and one of the functions of the Guru is to share good ideas and lessons learned among these initiatives.

#### Training and awareness activities

Training and awareness raising activities will be part and parcel of many organizations' action plans to reduce their carbon footprint and/or improve their sustainability. This can refer to facilities management, operational practices, monitoring and reporting, culture support, travel and transport, and many other areas. Training materials and curricula will be developed by SUN. After initial testing and verification, such events would be conducted by trainers drawn from the Expert Network or other specialized institutions.

#### Green Meeting Instructor

The Green Meeting Instructor is aimed at helping meeting organizers to conduct meetings as sustainably as possible. The instructor will not only look at on-site opportunities such as paperless meetings and sustainable catering, but also at opportunities for reducing local and international travel of participants, as well as alternatives to holding a meeting at all.

#### Information Gateway

The SUN Information Gateway is the central hub for information exchange, storage of tools, information and methodologies, as well as for exchange of lessons learned and pooling of resources and links related to SUN. The Information Gateway will be developed by SUN as a web portal integrated as far as possible with other relevant UN web portals such as EMG's Knowledge Management System, UNEP's CN Net, the Greening of UN web (i-Seek) and others.

## **2.7 Other On-going Initiatives**

SUN will as far as possible draw on existing resources, guidelines, tools and initiatives targeting GHG emission reduction and sustainability in organizations. A number of efforts exist in these areas, in particular on sustainable buildings and formal organizational change. These exist both as commercial entities providing expert advice and sustainable or low-carbon technologies, and as NGO's or R&D entities (e.g. green building organizations and universities). Moreover, SUN will partner with other international agencies that have on-going sustainability initiatives such as the World Bank and the European Commission. These are all potential members of the SUN expert network. Furthermore a number of informal (staff driven) green initiatives exist in some UN organizations, for example UNEP's Step-by-Step, UN Brussels Team's Greening effort and UNDP's Green office Initiative. In addition some organizations have already started to implement low-GHG activities and sustainability programs. The World Bank, World Resources Institute (WRI) and Caisse de Depots are only a few of many examples. The members of the CN Net have also in principle already committed to and/or started similar efforts. What sets SUN apart from all these initiatives are two aspects:

1. Primary focus on UN organizations, other international organizations, and public organizations in developing countries (in particular the latter would not easily be reached by other efforts).
2. An across-the-board approach, not limiting the scope of GHG emission reductions to energy systems, or sustainability efforts to environmental systems, but taking an integrated approach to identifying opportunities for improvement.

SUN will as far as possible link to other initiatives to support and get support from these. An initial mapping exercise of Green Initiatives in UN was carried out as part of preparing SUN, and in-depth assessments of relevant activities will be conducted in each organization that SUN works with.

SUN will use different channels of coordination and cooperation with other UN organizations to avoid duplication and enhance the use of common resources. This will be done through three forms of activities:

### 1. Integration with existing networks.

The UN Interagency Network for Facility Managers (INFM) brings together facility managers from all major UN organizations and facilities to share knowledge and develop common resources and approaches related to facilities management. SUN will include sustainable facilities management as a permanent topic in this network. The EMG Issue Management Group on Sustainable Procurement and the UN procurement Network are two examples of networks addressing procurement across UN organizations. SUN will work through such networks to bring about required procurement policy changes, identify needs for training, product guidelines etc.

### 2. Creation of new networks

In some cases, such as green initiatives, several groups are working in isolation from each other. SUN will establish network(s) to connect these initiatives with each other, to share lessons learned, ideas and resources.

### 3. Feedback from Clients

Most organizations that SUN support will undergo some sort of assessment. They will also be asked to report to SUN on the implementation of their action plans for greenhouse gas emission reduction. The results from these assessments and reports will in some cases provide useful information and data that can be used by SUN and other organizations.

## **3. INSTITUTIONAL FRAMEWORK**

SUN is established as a project in the Sustainable United Nations unit in the Sustainable Consumption and Production Branch in UNEP DTIE.

